

SALES man- ag- ment

★
THE MAGAZINE OF
MODERN MARKETING

TWENTY CENTS



"AUTOS? CENTER AISLE!": Floorwalkers at the Boston Store, Chicago, will be saying that now, for a department of the State Street bazaar handles Nash-Lafayette cars. Store clerks will do the demonstrating; Nash's Chicago branch looks after deliveries, service. While selling a sedan, the store hopes to dispose of luggage and merchandise that can be tied-in. If a success, the experiment may be imitated by other emporia.



RICE THAT RAINS: Leonard Arthur Wheeler's rice carton for Schiff-Lang Corporation, Los Angeles, has a pouring spout, the first in that grain's packaging history. Colors: Two shades of blue.



AIR DEBUT: Though flyer Amelia Earhart is slightly familiar with one kind of air, she has never officially been "on the air" for a sponsor—until Beechnut gum signed her. She will talk into the mike on the "Red Davis" broadcasts beginning March 11, on NBC. See page 220.

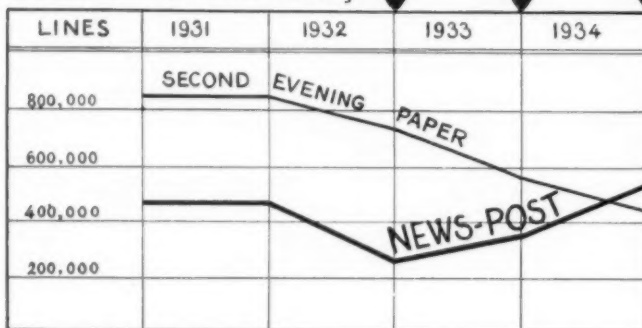


4,000,000TH COMING UP: With a ribbon across its front, the 3,000,000th Frigidaire rolls down the assembly track at Dayton, Ohio. Beaming, President E. G. Biechler (center) and his lieutenants of the Frigidaire Corporation inspect the "milestone," well aware that its number exceeds that of any rival. Big plans for marketing the fourth million, and perhaps the fifth and sixth, are just getting started. See page 210.

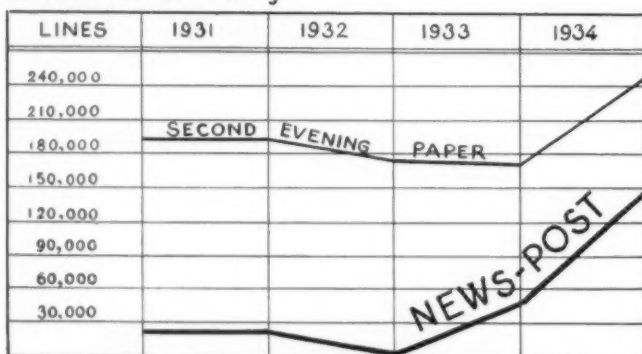
Now, in 1935, the

CHANGE is, More and More, NEWS

4 year record
GROCERY advertising



4 year record
DRUG advertising



THE CHANGE IS ENORMOUS

There is a new, a dominant note in Baltimore . . . a note that continually swells in volume . . . for ONE paper now reaches 81% of all homes in the A. B. C. zone . . . 4 out of every 5 families.

As a result, huge increases were made in all major classifications during 1934.

Two typical lineage charts are shown at the left . . . of vital interest to makers of foods, drug-products, cosmetics, and kindred lines. Many similar charts can be shown.

Things have certainly changed in Baltimore. The News-Post ended the year with a . . .

Total Gain of Over 3½ Million Lines

But this is only natural since the A. B. C. now gives the News-Post the largest evening circulation ever attained AND MAINTAINED in Baltimore . . .

Present Circulation, Over 193,000

BALTIMORE NEWS • POST

Baltimore's Outstanding Newspaper

NATIONALLY REPRESENTED BY RODNEY E. BOONE ORGANIZATION



HOW MANY FREE HOURS IN A VACUUM CLEANER?

Not less than two to three hours a week, the housewife will tell you.

Add the time salvaged with her washing machine—her modern kitchen range—mechanical refrigerator—prepared foods—scores of other improved products—and you get some idea of the leisure this progressive person has acquired!

Just what does she do with all these free hours? We wanted to know.

A questionnaire* addressed to Companion readers brought this response: Bridge . . . skating . . . hiking . . . music . . . golf . . . civic affairs . . . motoring . . . swimming . . . writing . . . dramatics . . . art . . . A list so long and a range so wide that even we staunch believ-

ers in feminine progress were surprised.

These are the women who read *Woman's Home Companion*—have given it the largest circulation in its field. They're housekeepers first of all—they want every latest item on home management; but that's only the half of it! They recognize the Companion as the outstanding champion of a new deal for women . . . accept it as constructive friend in all their broadening activities, from kitchen to golf course—nursery to club room.

A gratifying state of affairs to us and extremely significant to you. For the genuine good will of 2,606,000 American women is just about the biggest thing you can buy at standard rates today. *Available on request

THE
CROWELL PUBLISHING
COMPANY
NEW YORK

WOMAN'S HOME
Companion

PUBLISHERS OF COLLIER'S
WOMAN'S HOME COMPANION
THE AMERICAN MAGAZINE
THE COUNTRY HOME . . . MORE
THAN 8,300,000 CIRCULATION



Science vs. the Tabloids

Scientists at the American Museum of Natural History, New York, are nursing a grudge against the *News* and the *Daily Mirror*. Perhaps that's not quite accurate. The Museum's learned men have nothing against those two vigorously competitive journals, but they *do* wish they would not put on any more crossword puzzle contests.

Recently both the *News* and *Mirror* offered thousands of dollars in prizes to puzzlers who completed a series of word-squares. The first puzzles in the contests were fairly easy, but toward the end they got as hard as the knot in your shoelace when you're hustling to make a train. Definitions were for such words as "Sacred Hindu religious phrase," "Species of Polynesian fish" and "Rock formation of the Miocene Age."

Contestants scratched heads until they ached over these words which, even when they were spelled correctly, didn't seem to make sense. Simultaneously, it appeared, they all got the same idea. The scientists at the Museum dealt with such words bare-handed, every day. They must know how to spell them. Telephone wires to the Museum began to heat up. So did the scientists.

Doctor P. H. Dee, renowned on five continents for his knowledge of fishes, was a wee bit annoyed on being torn away the first time from a monograph on "The Estivation of the Holus-Bolus Fish in the Seychelles Islands." He had spent two years gathering his material and, with luck, hoped to complete his paper in six months. (Scientists, like the mills of the gods, grind slowly.) The next inquiry increased his vexation. The following dozen interruptions completely derailed his train of thought. For the last time he spoke into the insistent telephone, "The fish's name is 'Oio.'" Then he ordered his line disconnected.

If any newspaper stages another contest involving obscure and scientific words the Museum's curators, doctors and M. A.'s are going to picket the editorial offices. They'll carry banners: "This Paper Is Unfair to Organized Science. Ph.D's of the World, Unite! Down With Puzzle Contests! We demand Peace in Our Laboratories!"

If the scientists frown upon puzzle contests, the book sellers, on the other hand, are just as emphatically for them. Sales of dictionaries, gazetteers and reference works, new and second-hand have shot skyward as frantic contestants searched for "Mazaruni River tributary" and "Siamese unit of weight." So there you are. One man's spinach is another's pie a la mode. And *News* and *Mirror* circulation managers grin cheerfully.

White Space

Sally Rand told members of the Sales Executives Club of New York the other day some things they may not have known . . . about selling. "Plenty of white space" is essential, Miss Rand said. (She appeared, however, in dark, tailored suit, shirtwaist, gray felt hat and tie.)



Costume: A bubble

Though she offered, perhaps, a fundamental product, Miss Rand explained, it had to be merchandised. Believing in her art, she went, in 1933, to what seemed to her to be the best place to sell it. That was A Century of Progress exposition, in Chicago. Her assets when she arrived there were two fans and her art. Employed on a trial basis at the "Streets of Paris" at \$125 a week, she was soon making \$6,000 a week.

Demonstration and sampling—and, of course, packaging—had a lot to do with the success. So did newspaper advertising. She even spent her own money last year in newspapers, when the "Italian Village," where she was then doing her bubble dance, failed to give her what she thought was an adequate build-up.

But first of all, the product itself had to be "right." One must have something a lot of people want.

Hairpins for Men? Yessir!

Sol H. Goldberg, king of the hairpin makers, whose plants turn out about 21,000,000,000 hairpins a year for replacements alone, is turning to the "man market." He has given away 20,000,000 hairpins in the last five years, as samples, to the long-haired men of India.

The men of India for generations have used sharpened and polished sticks to hold their hair in place. Mr. Goldberg is endeavoring to make them hairpin conscious.

He estimates that there are in the United States close to 40,000,000 women and girls of hairpin age and that they average to lose between one and a half and two hairpins each day. Thus the large replacement job.

When Irene Castle bobbed her hair, and women everywhere followed suit, he says, the yearly volume of hairpin business dropped nearly \$9,000,000. But Mr. Goldberg, an astute merchandiser, quickly recovered by inventing a special hairpin for bobbed hair.

Now, because feminine hair is entering into a red era (as you likely have noticed), he has put on the market a red hairpin. The wise manufacturer, he points out, takes steps to meet every crisis. Sol has recently filed as a Republican candidate for mayor of Chicago. He has his eye on the woman's vote.

He is famous for two things: (1) His humor. (2) He's the man who put the hump in the hairpin.

Perfect Privy

We have the honor to report to W. O. Saunders of Elizabeth City, N. C., self-appointed U. S. Privy Counsellor, that a new high in privy perfection has been attained—perhaps without his knowledge or consent.

American Houses, Inc., now preparing a sales drive for its ultra-modern pre-fabricated homes, paradoxically attains the new high with a new low.

It is an achievement Editor Saunders wot not of last Spring when he ran his famous privy page in the *Elizabeth City Independent*. He was celebrating the entry of the United States Government into the business of constructing thousands of thoroughly up-to-date back yard pavilions of peace throughout the South with CWA funds. Many mythical advertisers offered, in bold face, such refinements as radios for entertainment, flashlights for accuracy, "anti-alibi roofing" for dry seats, no-draft ventilation for winter comfort, and various devices and publications to help the time-honored American privy maintain its established position as "something of an educational institution—a seat of culture, so to speak."

But even the vivid imaginings of a U. S. Privy

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyrighted and published by Sales Management, Inc., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the Act of March 3, 1879. February 15, 1935. Volume XXXVI. No. 4.

ADVERTISE to the Mortons



TO be sure, the Mortons, as individuals, do not eat more than most other healthy and employed families. What's important to any food advertiser is: How many families like the Mortons read the Chicago American every night? And how much food do they consume?

There are literally hundreds of thousands of Chicago American families very much like the Mortons. They're young, have growing children, steady incomes. Collectively, they consume at least half of the food sold in Chicago every day. This is a market which no food advertiser, who hopes to do a big job in Chicago, can possibly ignore. Nor should he expect to

capture it through some other newspaper. Consider the facts: They're simple as an A B C statement—indeed simpler. The American has the largest evening circulation in Chicago, concentrated among people in their 30s and 40s; more home circulation; more growing families. And to reach this great American market—the livelier half of the second largest food market in America—costs no more than advertising in the second evening paper with less circulation. Yes, sir, Mr. Advertiser, when you've talked food to the Mortons, and the thousands of other typical AMERICAN families, you've said more than a mouthful.

CHICAGO AMERICAN

. . . more Buying Power to you

NATIONAL REPRESENTATIVES: Rodney E. Boone Organization

SALES management

Vol. XXXVI. No. 4

February 15, 1935

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Published by Sales Management, Inc. RAYMOND BILL, President; PHILIP SALISBURY, C. E. LOVEJOY, JR., M. V. REED, R. E. SMALLWOOD, Vice-Presidents; T. J. KELLY, Secretary; F. G. FRANCIS, Treasurer. Publication office, 420 Lexington Avenue, New York. Telephone Mohawk 4-1760. Chicago, 333 North Michigan Avenue. Telephone State 1266. Santa Barbara, California, 29 East de la Guerra. Atlanta, Georgia, 303 Mortgage Guarantee Building. Subscription price, \$4.00 a year. Canada, \$6.50. Member Audit Bureau of Circulations. Associated Business Papers, Periodical Publishers Institute.

Counsellor are no match for the sober, sales-building ideas of today's merchandising architects. American Houses, Inc., in the prospectus for its package house—complete and modern to an astonishing degree—alluringly describes an inset laboratory "large enough to wash a baby without bending over," built-in electric clock, an auxiliary electric heater for chilly mornings and so on.

Then the prospectus really gets down to business. We quote: "The toilet is a new invention known as 'toi-lo-let.' It hangs from the wall so that the floor can be kept absolutely sanitary beneath. By virtue of the fact that it does not touch the floor, it is placed lower than the normal toilet, thus creating an important aid in the relief of constipation. A new patented toilet seat registers the sitter's weight. In a cabinet directly over the toilet is a set of books on interior decorating, gardening and planting, cooking, etiquette, the care of your baby, budgets, and a philosophical treatise on 'Getting the most out of life in this house.'"

Shades of the torn-up mail-order catalog!

Marshall Field Enters Show Business

Magicians, clowns, ventriloquists, marionettes and trained animals and birds are all employed by Marshall Field & Company, of Chicago, to build up present and future sales. This company has, on its fourth floor, a Young People's Theatre which seats 500 persons. Each Saturday three performances are given and always to S.R.O.

Children and their mothers come trooping in for the shows which are given at 11, 2 and 4 o'clock. This has been going on for four years. Today the store maintains its own booking agency and persons offering acts are interviewed at a fixed hour each week. In several instances new talent has made its bow to the stage world through the store's bookings.

When the idea was presented, the merchandising department was rather cool toward it. It was considered only a "stunt" with small hope of proving directly profitable. Today it has the high approval of the merchandising experts.

They recognize that many mothers, good buyers because they come from well-to-do homes—homes having children—not only bring their youngsters but remain to make purchases. And they have come to the full realization that they are building much good will for the future, for the children grow up and remain customers.

They feel that this is a kind of advertising that will be bringing results twenty, thirty and fifty years from now. And Marshall Field believes in permanency.

Recently another feature has been added. It was realized that boys are growing out of the children's play age. How was their interest to be retained?

The store's "brain trust" was called into action. The Junior Adventure Club was organized. Recognized adventurers, men whose names appear in newspaper headlines, were invited in to talk to the boys.

Frank "Bring-'Em-Back Alive" Buck had his hour or two. He talked to 500 excited boys of his jungle adventures and held them enthralled. Jack Ramon, who catches snakes for zoos and scientists, gave a talk on snakes. The boys learned many things about snakes that are not in books. Ramon brought some snakes with him.

Charles F. Lofgren, personnel officer for the first Byrd Expedition to the land near the Pole, was another. His close-up stories of life on the Antarctic ice cap gave the young fellows many thrills. Art Young, who hunts big game with bow and arrow, was another.

After each talk the speaker writes autographs for the boys and talks to them in chummy fashion in the Boys' Room.

"Many department stores throughout the country have shown interest in this idea," said an executive of the company to SM. "When they ask us, we tell them that our experience has been pleasant, practical and profitable. Perhaps we have started something. Some of us were skeptical at first, thinking of the cost, but today approval of the scheme is general and genuine."

SALES MANAGEMENT

Significant Trends

As seen by the Editors of Sales Management for the fortnight ending February 15, 1935:

Moderating Activity

Business activity showed a moderate increase during the fortnight and reached the highest level recorded so far this year, but as we go to press there are signs of a slight tapering off. Such indices as automobile production, electric power output and steel ingot production are well above the levels of last Fall, and for the comparable period last year, but, after allowing for seasonal adjustments, they seem to have reached a dead level.

• • • The editors of Economics Statistics point out that the boom year 1929 is the only period on record where the January rate of automobile production has exceeded the rate established this year. The stimulus that this has given to business in general, and particularly its effect upon the steel and rubber industries, has been an important factor in the current advance in business activity. The improvement in employment and payrolls in these industries will increase purchasing power and lead to an increase in sales of all products.

• • • For example, the rubber industry is good because the automobile industry is good, and Summit County, Ohio, shows the effect of the increased purchasing power. Motor vehicle registration figures for January show that \$1,850,000 was spent for automobiles in Akron and other parts of the county in the month of January. Purchases of new cars totaled 902—which is two and one-half times the figure for the same month a year ago, and more than three times the January, 1933, total of 243 cars. Only one January in the county's history shows higher registrations—1929, when 1,018 were registered to create an all-time record.

• • • The extent of the upturn in automobile production may be considered as a warning to the future. Approximately 300,000 cars were assembled during January and delivered to dealers, but total automobile sales did not exceed 200,000 units. Dealers' stocks were low at the close of December, when they amounted to about 57% of normal, but the trend indicates that dealers will be well stocked by the close of February, unless purchasing power increases even more than is apparent at present.

• • • Extension of the NRA for another two years seems a certainty, unless all plans should be upset by the Supreme Court which will soon pass on the constitutionality of the entire Recovery Act when a decision is handed down in the case adjudged in the District Court of Alabama last October. This is the case in which a Federal Judge dismissed an indictment against a lumber manufacturer who, so it was charged, was paying his employees less than the minimum wage stipulated in the Lumber Code. The key-stone forming the support of the entire code system is imbedded in the mortar of minimum wages and maximum hours. Congressional Intelligence, Inc., says, "If this be declared unconstitutional, the whole thing falls."

• • • Although there is lots of talk about strikes in certain basic industries, it seems doubtful that labor will

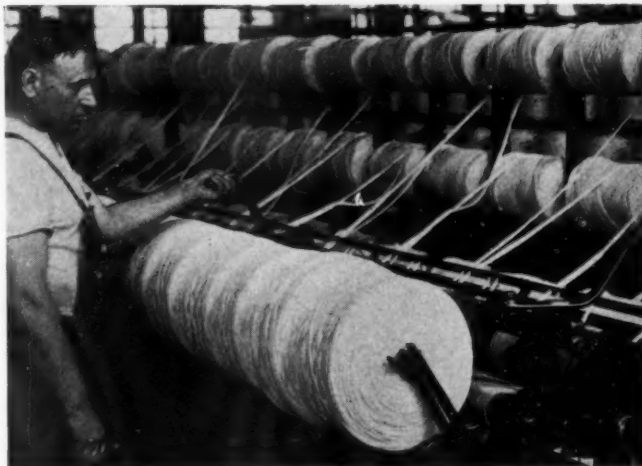
rebel at a time when every ounce of sympathy for their cause will be needed in procuring as favorable unemployment insurance assessment provisions for itself as possible.

• • • The President incurred the great displeasure of organized labor this month when he ruled that the proper authority in the matter of newspaper disputes is the board set up under the Newspaper Code, rather than the National Labor Relations Board. The decision reconfirms for the public the President's faith in the entire NRA set-up as an entity, not needing for its proper workings the outside ministrations of additional agencies.

• • • Our Washington editors report the probability of a cut in air mail postage and a broadening of matters mailable by air to allow as low as two and three cents postage for some classes of air mail.

• • • For the first time since 1928, the total payrolls for all manufacturing establishments reporting to the Federal Labor Bureau showed a rise in December over November. After adjustments for seasonal variations, the Board's statistical index rose from 74% of the 1923-1925 average in November to 85% in December.

• • • An especially encouraging feature of this rise was the decisive improvement reported by various durable goods industries, in addition to automobiles and tires. Marked payroll increases took place in farm implements, electrical machinery, non-ferrous metals, foundry and machinery shop products, and machine tools. Preliminary reports indicate that further gains occurred in January.



Ewing Galloway

The woolen mills have been unable to keep up with the demands of clothing manufacturers for deliveries, and many of the men's wear mills, particularly, are booked to capacity up to April 1. The recovery of this industry since its September low point has been sensational, the monthly consumption of raw wool having tripled. Silk, rayon and cotton mill operations are all considerably higher than they were a year ago.

● ● ● The farm equipment companies are again a factor in the steel markets, and, as the National City Bank of New York points out, "Not only will the January business situation be greatly benefited by improvement of the business of these companies, which in both 1928 and 1929 had over half a billion dollars of sales, but as the farmers are in a position to buy more equipment, they can buy more of other things also."

● ● ● Construction seems to be the only major industry which is lagging and holding back progress. But even in this field, *Engineering News Record*, a McGraw-Hill publication, points out that private contracts for engineering construction are running higher than the average weeks last year.

Stop if You Have Heard These

To those of our readers who like to bite into figures, here are some interesting

comparisons: The automotive industry will make 1,000,000 cars in the first quarter, and this is nearly the entire year's production of 1932. The annual production is now estimated at 3,500,000 units, which will surpass all totals back to 1929—the peak year of the industry. The upturn in automobiles is affecting more than just the Detroit area. Janesville, Wisconsin, for example, which has a Fisher body plant, has current factory employment within 7% of its all-time peak. . . . The electric power index during the fortnight reached the highest point in four and one-half years, with production averaging between 7 and 10% higher than last year. The index maintained by the New York Times is 101.4% of the 1929-1930 index. . . . Bank debits are running about 10% higher than last year. . . . The Irving Fisher All-Commodity Index of Wholesale Prices now stands at 81.6% of the 1926 average, and remains unchanged as against the recovery high recorded early in the month. Purchasing power of the wholesale dollar is now down to 122.6 as against its 1933 high of 183.0. . . . According to the Irving Fisher Index, general business declined less than seasonally in January over December and is now only 26.4% below the 1926 average. The widest spread during the depression was 56.7.

● ● ● The electric refrigerator companies went 35.8% over quota in their 1934 sales of household models, with the Southern states continuing to make the most favorable showings, as shown by the following percentage figures on quota realizations: West Virginia, 228%; Alabama, 235.3%; Florida, 179.7%; Georgia, 353.4%; North Carolina, 190.8%; South Carolina, 227.4%; Tennessee, 274.2%; Virginia, 206.9%; Arkansas, 205.3%; Louisiana, 121.4%; Mississippi, 145.2%; Oklahoma, 170%; Texas, 197.3%, and Kentucky, 175.9%. Every state but one in the South and Southwest made a better showing than the nation as a whole.

● ● ● Meat has never been cheap in this country in good times, the Corn Belt Farm Dailies points out. "When it is high, other things are high, labor is well employed and there exists what is known as prosperity." . . . They maintain that the price of hogs is the most significant and most dependable index we have, judged by the value of production and the number of people concerned in its production, manufacture and distribution. Hogs are now selling at the highest price since July, 1931.

● ● ● Last year the farmers made more money because of higher prices and benefit payments. This year the rains are making big news. A *Collier's* observer points out that California has suffered from drought for about six years, with irrigation water running short, and with fodder failing cattlemen in the hills of the Coast Range and Sierra where cattle-raising is still a major industry, but that rain in the San Francisco area now is four inches ahead of normal this year and the entire state is getting a soaking that amounts in inches to from 50 to 100% above normal.

● ● ● San Diego is planning an exposition next year to attract at least 6,000,000 visitors. Business and individual interests contributed a good sized starting fund and both the Federal Congress and the California Legislature are expected to "kick in."

Retail and Wholesale Trade

Preliminary reports indicate that retail trade in January did not carry through the big increases

reported for December, and some chains show losses for the month as compared with last year.

● ● ● Reports from Federal Reserve Banks indicate that stocks on hand in department stores and other retail outlets as at the first of the year were down approximately 2% from the previous year—a healthy sign. But similar reports from wholesale establishments show more increases in stocks than decreases. Reports from the eight Federal Reserve Districts, for which comparable figures are available, show the following percentage changes in stocks on hand January 1 this year as compared with last year:

	Groceries	Drugs	Shoes	Hard-ware	Dry Goods	Elec. Supplies
New York	+18.1	+15.2	...	+19.9
Chicago	+12.9	- 6.0	...	+ 4.1	+ 3.8	+ 1.1
Kansas City	+28.2	+ 7.7	...	- 4.9	+ 8.5	...
Minneapolis	+18.0	...	- 1.0	- 5.0
Philadelphia	+14.0	- 1.0	- 5.0	+ 1.0	+ 9.0	+ 1.0
Dallas	+15.7	+ 5.7	...	- 7.4	+ 3.3	...
Richmond	+19.8	...	-17.6	+ 7.4	-18.1	...
Cleveland	+10.4	+ 4.9	...

● ● ● Sears, Roebuck & Company's new Spring and Summer mail-order catalog prices are more than 15% lower than in the corresponding book of last year. The company says that the reduced prices represent a vigorous effort to regain mail-order business, which, they are convinced, is available with the return of the farm market. They are trying to close the gap between farm prices and the cost of living.

● ● ● A great deal of hokey is printed about automobile shows and it is difficult to know how much to discount the claims of the publicity agents, but it does seem to be a fact that most of the shows this year are more successful than in recent years, both in attendance and in actual sales. The 1935 Detroit Show, for example, is claimed by dealers to have been the best selling show since 1929. Show officials estimated that \$1,400,000 worth of cars were sold at the show, which is double the 1934 total.

● ● ● The 1933 official income tax figures show that, out of 472,174 returns filed by corporations, only 104,702 show net income. This number is an increase of 32.9% over 1932 figures, and the increase in corporate net income is 35.3%.

Reprints of Significant Trends are available at five cents each, remittance with order.

Camera Views of Sales News



A. & P. and A. P. W.: (Above) A. & P. stores sell these A. P. W. Paper Company towels exclusively. Egmont Arens' job in designing the package was to play up the the red cross without suggesting a hospital product. Points of use were stressed.

Package Potentate: (Below) George R. Webber bosses a new unit of Standard Brands: The Package Development Bureau. It will study all the company's containers, seek to improve their utility, style, and cut costs. Suggestions from other units will be welcomed, investigated and, if feasible, acted on.



Plate Kimonos: (Above) Stacks of plates that are not used daily are protected with these transparent covers of Cellophane laminated to gauze. The material is durable, moisture-proof, colorful, comes in several sizes. Manufactured by Fabricated Products Company.

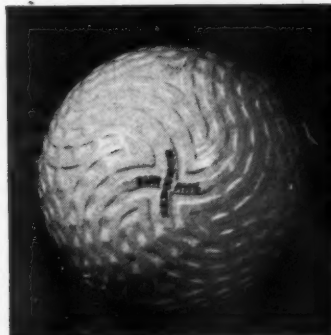
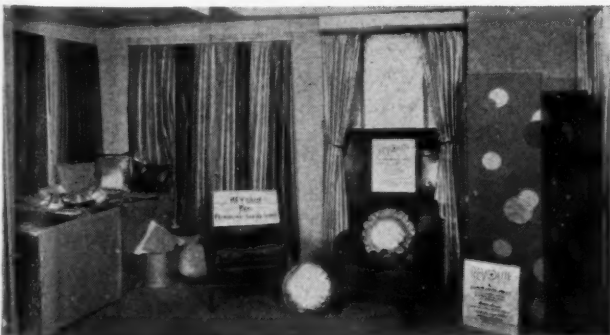


GE Specialists: (Above) A. L. Scaife, at left, formerly manager of the sales training division of the General Electric specialty appliance department, succeeds W. J. Daily as ad and promotion manager. A. O. Anderson, right, who used to be field manager of Jam Handy Picture Service, is now department store specialist in the same GE branch.

Eye Magnets: (Right) Alfred Munzer, of the Schneier Company, places the Nuyens liqueur labels so that they stand out on shelves and when stacked in windows. Robert Gair executed the packages.



Duck's Back: (Below) Water rolls right off this Revolite cloth which Richard E. Thibaut, Inc., is displaying. Nor do heat or cold affect it. Upholstery, handbags, raincoats are among its many uses. Gold, silver, varied colors are available. The fabric has no rubber; instead, Bakelite Resinoid is calendered into the cloth.



Moffet

(Above) A. H. Jaeger will put some juice into his new job as sales manager of Edison General Electric Appliance, water heater division.

Streamlined: (Left) No kidding, the slots on the surface of the Burbank golf ball cut down wind resistance and add 5 to 15 yards to the drive. Only golf pros will sell it. Stowe-Woodward, Inc., is the maker.

Should We Be More Cold-Blooded About Firing Weak Salesmen?

Every sales force has in it a bunch of men who seem too good to fire but not quite good enough to keep. Usually a tolerant sales manager carries them along for months—even years—hoping they will develop enough to become profit makers. Here's one sales executive who thinks such men ought to be dropped without ceremony, regardless of friendships, length of service, sympathy for his family, or any other sentimental element. Do you agree with him?

BY REX F. CLARKE

*Sales Manager, American Gas Machine Company,
Albert Lea, Minnesota*

A SALESMAN representing a certain manufacturing concern lost his job. He was fired. He had been in the employ of the company a long time and had regarded the sales manager as a personal friend. So he was greatly surprised when he received the letter telling him that he was through. He was much cut up over losing both his job and, at the same time, as he felt, an old friend. Resentment welled up in him and quickly turned to bitterness. He decided to write to his former boss-friend and make the latter ashamed of himself. Here is the letter:

"Dear Bill:

"I have your letter giving me the gate. I suppose I ought to thank you for the extra month's pay you gave me in lieu of notice, but I don't feel much like doing it as I guess you give that to all employees when you kick them out, regardless of length of service or anything else.

"It's pretty tough on me to lose my job right now. I have never formed the habit of saving money and I haven't anything now—except some debts and a family of five for which to provide food, clothing, and shelter. And it's not so easy to make a new connection with conditions the way they are.

"But what hurts me even more than losing the job is the fact that you would treat me this way. I have always regarded you as a friend. I certainly never thought that you would deprive me of my opportunity to make a living for myself and my family. Well, I suppose this just goes to prove that you can't trust anybody.

"Tom."

This whining letter got under Sales Manager Bill's hide. He wondered if he could say anything to a man with such a warped viewpoint that would do him any good. He thought he would try, and he wrote:

"Dear Tom:

"I didn't fire you—the company did. I was merely the employe who recognized the fact that you had to be fired, and whose unpleasant job it was to write the letter notifying you that we could not use you any longer.

"You were fired, not as Tom Hughes, a friend of Bill Carter—but as something in the nature of a public enemy. You think that sounds crazy, don't you? Let me explain why I use such a term.

"For every day that this company opens its doors, it pays out \$1,770.73. This is actual operating expense. It does not include the cost of our raw materials or labor in the factory. Those items are figured as part of the cost of our goods.

"We have 53 salesmen. This means that every salesman must produce an average daily gross profit of \$33.41 for six days in the week, 52 weeks per year. And then the company merely breaks even—it doesn't make a cent.

"For the year just ended you have fallen far short of that mark. If each of our 53 salesmen had done the same kind of a selling job, this organization would be bankrupt and the 684 families who depend on it for support would be left without incomes. Their purchasing power would be destroyed and they would be withdrawn from the market for other manufactured products. This would tend to throw workers out of employment in other factories—and the

process would continue to spread, like these chain letters which cranks put into circulation.

"You say you have a family to support. We would like to remind you that every one of our salesmen has fourteen families to support. There are that many families in our employ for every salesman—including your own. So far as this company and society at large are concerned, the other thirteen families are entitled to just as much consideration as yours.

"A salesman should be conscious of his social obligation. He should realize that he belongs to the most important profession in the world so far as the economic welfare of the people is concerned. We must depend on him to keep the wheels of industry going—to provide employment for other men who want to work—to pull us out of an economic depression.

Fair Dealing Works Two Ways

"You know perfectly well, Bill, that this company has been going through a hard struggle for existence. We're not out of the woods yet—but we seem to be coming out. You haven't done your share to help us. The men in the five territories adjoining yours have all shown nice increases in sales volume over last year, averaging 29%. But your sales have fallen off almost 20%.

"I have written you repeatedly about this. Month after month we have sent you commission statements showing you deeper and deeper in the red on your drawing account. Yet three weeks ago you took four days off to go on a hunting trip!—right in the middle of our busy season. You weren't thinking of the welfare of your family then, were you?

"Consider the importance to this community of getting this business back on to a solid basis, and see if you can't understand why I referred to you as something in the nature of a public enemy.

"I realize perfectly well that I have been 'preaching' to you. But, damn it all, we need to have someone preach to us occasionally—all of us do. And the man who always turns a deaf ear to a sermon is just taking the attitude that he knows it all and can't be told anything.

"I never got anywhere by preaching to you because you were in a mental



H. Armstrong Roberts

"Through being a poor salesman you have become a public enemy!"

rut. You went stale on the job and couldn't freshen up. I believe that nothing except a new job will get you out of the rut. Our 'giving you the gate' may be the best thing we could have done for you. At least I hope so. We wish you the best of success in a new connection.

"Sincerely yours,

"Bill."

Here at the American Gas Machine Company (gasoline pressure cooking, heating and lighting appliances; oil burning heaters) we say amen to Bill Carter's philosophy. We believe in hiring and firing salesmen in cold blood. A cold-blooded attitude toward the "weak sisters" on a sales force may be a warm-hearted attitude toward all the other employees.

Many a business organization is keeping too many salesmen who have outlived their usefulness—who could be replaced by better men. The quality of its salesmen is one of the biggest variable factors in the success of any business. The difference between a force of exceptionally good men and one of just average salesmen may spell the difference between success and failure for the company.

Sometimes you hesitate to fire a salesman, thinking "Jones' sales are pretty low . . . he isn't making us any money . . . but of course it may not be his fault. Conditions are none too good in his territory. . . . Still, things are no worse there than in Smith's. . . . Of course, Smith is an exceptional man. . . . We could let Jones go but we might replace him with someone no better or maybe not even so good. . . ." And so Jones stays on.

The next time you find this train of thought running through your mind, take a chance. *Fire Jones!* In questionable cases why give the man now on the job the benefit of the doubt all the time! Give him the "malefit" (why isn't this a good word?) once in a while. Then move heaven and earth if necessary to find a better man—an exceptional man—like Smith. There are plenty of such men available if you can just locate them, and *that's your job.*

The best way to locate a good new salesman is to advertise for him in the classified columns of the leading daily newspaper in the particular territory where you want him. We say in that

particular territory because, other things being equal, a man who is familiar with it will start producing more quickly, will "talk the same language" as his prospects, conform to the provincialisms, and gain their confidence more quickly than would (for an extreme example) a New York Jew in Arkansas. Also, by employing a native of the territory you have open, you will avoid the question of the moving expense incidental to the salesman establishing his home in a new section of the country—whether the company must pay such expense or advance the money for it—on a job which may or may not be permanent.

Advertising for a salesman has been, for us at least, the *best* way to get a good one, but it is by no means the *easiest*. If your proposition is attractive, every mail will bring hundreds of applications so long as the ad runs. It is a big job to separate the wheat from the chaff, and then determine which grain of wheat is the best. Waste baskets fill up rapidly, but many bids for the job must remain on your desk for the second process of elimination. Then you will study these applications
(Continued on page 238)

BY
MILDRED E. SHUMAKER

"So What?" Consumer Asks Cosmetic Makers About "Skin Deep"

Photo by
Ewing
Galloway



Every manufacturer receives kicks from customers. This is a review of the explanations made by nine manufacturers to statements contained in a book which professes to debunk the cosmetic industry.

I AM one of the millions for whom "Skin Deep"* was written. I have at least average interest in keeping my skin soft, my hair lustrous, my nails well polished. I read general and women's magazines and newspapers. I listen to the radio, I talk with friends about problems of beauty and health. Because of these interests I expose myself to many advertising claims, and I succumb readily, as a constantly depleted purse will bear evidence.

And then I read "Skin Deep," by M. C. Phillips (Mrs. F. J. Schlink), one of the women connected with Consumers Research. In it I learned that my judgment about various cosmetics and health preparations has been faulty. I bought the poorest article on the market, or I paid too much for a good one, or the stuff was so poisonous that I am lucky to have any teeth or hair or epidermis left. At any rate, those were the impressions which the book left with me. But then I thought, "perhaps Miss Phillips is right; perhaps she isn't. After all, I have been using most of these products for years, and I have been satisfied with them. Be-

fore putting them on my blacklist I'll give the manufacturers a chance to answer her claims."

So I wrote to twelve companies letters in which I told them that I had read the book and found some of the assertions about their product rather startling; that I was a helpless consumer, unable to make chemical tests and discover for myself which preparations were good, harmless, or dangerous, and that I'd appreciate their opinion on certain specific statements which I quoted from the book. I ended by saying, something like this:

"I hope that you will take time to tell me what your _____ is made of, and whether I am justified in paying so much higher a price for it than _____. I cannot afford to buy useless or harmful products, especially so obviously a feminine luxury as a _____."

To repeat, I sent out twelve letters, addressed merely to the company. I have received nine replies. The companies who failed even to acknowledge my letter were Elizabeth Arden, Princess Pat, and De Wans Laboratories.

One reply came back by return mail, another in two days, three more within five days, and all of the others within two weeks. Now I am not an out-of-the-ordinary consumer. Neither my stationery nor my address is par-

ticularly distinctive. The only thing which possibly was above average in my letter was its literacy. So I think it fairly safe to assume that the replies to my letter are indicative of the company policy with regard to consumer complaints or questions, and I was tremendously interested to find that the majority of the replies came from company officials, with presidents making up the largest group.

Presidents signed the replies from Yardley & Company, Campana Sales Corporation and E. Griffith Hughes, Inc.

The general sales manager of Hinze Ambrosia dictated their two-page reply, and the general manager of Mary T. Goldman wrote me a letter of similar length. The head of the research and development department replied from Colgate-Palmolive-Peet, and the advertising manager of W. F. Young, Inc.

Only two companies, Northam Warren and Inecto, Inc., sent letters not signed by responsible executives, and those letters happen to be among the least convincing of any.

Campana Sales Company

The book says that Italian Balm contains phenol, which is carbolic acid, and points to one dermatologist and

* *Skin Deep*, by M. C. Phillips. Published, 1934, by the Vanguard Press, New York. 254 pages, \$2.00.

one State Board of Health as authority for the statement that carbolic acid, "if it is not safe as an antiseptic, is obviously undesirable for daily application on the face." Miss Phillips also says that it contains an unusual amount of glycerine, which, she says, tends to take the moisture out of the skin and make drier a skin already too dry.

Ernest M. Oswalt, president, wrote me a three-page single-spaced reply, plus an enclosure, in which good-naturedly but seriously, and in both general and specific terms, he analyzed the statements in the book. The letter is too long to quote in full, although it might serve as a model to other company heads, but here are specific paragraphs which will serve to give the "feel" of the reply:

"We do not find her (Miss Phillips) listed in 'Who's Who.' We do not find her listed as a member of the American Medical Association. We do not find her listed in the Society of American Chemists. We really know nothing of her. She has written a book naming an enormous number of well-known advertised brands of toilet goods. Among them is our product, Italian Balm. She states in her book that phenol should only be used in prescriptions supplied by doctors. She does not state in her article that the formula for Italian Balm came from the writings of Dr. Roberta Campana, world-famous dermatologist. A resident of Italy virtually all his life; a Professor of Dermatology at the University of Rome and the University of Milan; a man of such fame . . . that when he died in 1919 his obituary was read into the Congressional Record of the United States. It seems to us that an authentic author, one who wished really to give the public true facts, would have stated *all* the facts, and let the public draw its own conclusions. What do you think?" . . .

He points out how careful the American Medical Association is in acceptance of advertising in their *Journal*, and that Italian Balm is advertised there, and then he replies to the assertion about phenol.

"The content of phenol in Italian Balm is virtually negligible in any one bottle, but it has its place in the general formula, and is one of the ingredients that makes Italian Balm the product it is today. If I should put one drop of phenol in a barrel of rain water and make the general statement that it contained phenol, the reader of my message would not know how much phenol it contained and might be concerned over its use. There would be absolutely no harm if you put such a solution in your eye, or on the tenderest of skin, but if I should put a barrel of phenol in a drop of water and still make the general statement 'it contains phenol' you couldn't possibly go near it. Such a solution would burn anyone to death. . . . Any doctor in America, or any scientist, or chemist, will tell you that phenol used in correct ingredients in formulas is a healing agent of value." . . .

In answering the book's claim about glycerine, Mr. Oswalt frankly admits its inclusion in the Italian Balm

(Continued on page 230)

Snapshots

N. J. CLARKE, vice-president in charge of sales of Republic Steel, tells the annual meeting of Iron, Steel & Allied industries, at Del Monte, California, that his company is "planning our sales program for 1940. We have in operation a training course in which young men . . . are given a thorough training in steel manufacturing and merchandising. They are free from the traditions of steel selling as it has existed in the past. Their training is well balanced by time spent in the mills, laboratories and offices. They are even given an apprenticeship clerical training, at which time we are able to judge whether or not a student measures up to our ideas of the proper sales material. These young men are actually serving an internship just as a doctor does at a hospital. It is the hope that these salesmen of the future will be better informed and equipped."

REL, a younger brother of REM, is introduced in Detroit. "Of all the cities of America," says the copy, "Detroit will have the honor of being the first to get this new product," a head cold jelly. No doubt the Detroit Chamber of Commerce chalked another item on the list of things to swell civic pride and breathed deeply, with never a trace of stopped-up nasal passages.

PROCTER & GAMBLE sends its stockholders a folder pointing out that the company turns out a diversity of products. They are classified in five groups: Soaps, cooking fats and oils, glycerine and related products, animal feeds, and paper pulp. Therefore, "we are concerned directly in keeping the nation clean, and indirectly in the making of bread and delicate things to eat, in cakes and pastry and bonbons. We are also concerned, but in a way so remote that the connection seems fantastic, with the manufacture of silk stockings, fine paper, dynamite, soft drinks, anti-toxin and artificial flowers."

GENERAL ELECTRIC stockholders received with their dividends a booklet stating that orders for the past three and twelve months have tilted upward gratifyingly. In addition, the booklet describes in detail what "Living Electrically" means from first awakening, with a GE heater making the house comfortably warm, to the evening of arm chair globe-trotting via a GE radio. Thus two giant corporations let stockholders know "what it's all about" and keep them reminded of the products which pay their dividends.

RICHARD H. LIPPINCOTT mounts from assistant to director of sales of the Holeproof Hosiery Company, Felix Lowy, general manager, announces. He went to the Milwaukee company originally as director of market research, and was assistant s.m. for the last two years.



"BORRAH MINNEVITCH IS HERE !!!"
(8 PM-TONIGHT-WOR)

It teased imaginations . . . promised fun.

REID ICE CREAM COMPANY starts a program over station WOR, Newark, with Borrah Minnevitich and his "Harmonica Rascals" supplying the entertainment. Cartoon newspaper ads, compounded of two parts humor to one part mystery, tickled the fancy of dial-twisters. Not until they tuned in on the station did they learn that the Reid Company was sponsoring the mouth organ orchestra, for the first ad of the series was provocatively mysterious. Later, other cartoons carried the trade name, but not too conspicuously. The deliberate modesty attracted an army of curious listeners.

Contests, prizes and premiums proliferate at a tremendous rate. Scarcely a manufacturer of soap, cake flour, toothpaste and everything between but is running a contest of some sort. KROGER-PIGGLY WIGGLY chain stores, however, fetch out a variation in awards: "All the food for a family of four for five years; second prize—All the food for a family of four for 2½ years" and so on down to 850 prizes of 20 loaves of bread. To win the "estimated normal yearly expenditure for meat, vegetables and groceries . . . as compiled by the Bureau of Labor Statistics," contestants write a letter on "Why I Like Kroger's Hot-Dated Coffee." That prize, which brings visions of a bulging market basket for five years, is far more tempting than its equivalent in actual cash.

Food and Drug Legislation Almost Sure this Session

Washington, February 9.

DEAR RAY:

Here's the latest dope on Food and Drug legislation. We made a poll of the Senate for you, and the vote was 74 in favor of a new act, 7 opposed, 9 uncertain, and 6 absent. Among those favoring and opposing are a few who have "reservations" and a few more whom we mark "probably." The vote won't be along party lines when it comes, for among the Republicans the poll shows 15 to 6 in favor of legislation this session.

The Copeland Bill, for reasons which I'll cover in this letter, looks to be the bill.

The Mead Bill, H. R. 3972, is, to all intents and purposes, dead. The House

Interstate and Foreign Commerce Committee does not, as this is written, plan even to consider it.

The reasons for this are not insufficient. Sam Rayburn, of Texas, is the chairman of the House Committee to which this bill was referred. Mr. Mead is not a member. The result is that New York's congressman is not in a position to push action on the proposal.

And this seems to leave the whole matter of Food and Drug Legislation, for the moment, with the Senate.

But there it is not lying idle. Indeed, some five days or so from the time that this is written, Senator Royal S. Copeland's Commerce Committee intends, according to all the present reports, to send the Senator's own bill to the floor of the Upper House as a Valentine.

Now, Ray, you know as well as I do that anything can happen in the five intervening days. But I honestly don't expect anything which at present would seem untoward.

There has been a great deal of discussion in the executive meetings of the committee and Senator Bailey of North Carolina objected, for a while, to the Copeland measure. Which, for the sake of ease we'll term S. 5. He made several proposals to S. 5 and if they were adopted he avowed his support of the measure on the floor.

This support is welcome. Senator Bailey is rather convincing in debate and ferret-like in pointing out the weaknesses of opposing arguments.

Naturally the Senator's changes were accepted. They modify to some extent the language of the bill, and, I understand, include some of the more liberal qualities of the measure, S. 580, proposed by Senator Pat McCarran of Nevada.

Since, on this late Saturday afternoon, copies of the revised bill are
(Continued on page 236)

Early Poll of the U. S. Senate on Food and Drug Legislation

(The editors of SALES MANAGEMENT acknowledge with thanks the cooperation of those Washington correspondents whose assistance makes it possible to publish the results of this poll on the general issues involved. No proposed or prospective bill was mentioned. The answers below are not indicative of how the Senator may vote on any given piece of legislation concerning this subject. They are merely early indications to record the majority of the Senators' attitudes at this time. Key to abbreviations below: D—Democrat; R—Republican; FL—Farmer Labor; P—Progressive; Res.—with reservations; Prob.—probably.)

Northeast

CONNECTICUT

Loneragan . . D Favors
Maloney . . . D Favors

DELAWARE

Hastings . . R Opposes—Res.
Townsend . . R Opposes—Res.

MAINE

Hale R Opposes
White R Favors—Res.

MARYLAND

Tydings . . . D Absent
Radcliffe . . D Favors—Res.

MASSACHUSETTS

Walsh D Favors
Coolidge . . D Favors—Res.

NEW HAMPSHIRE

Brown D Uncertain
Keyes R Oppos.—Prob.

NEW JERSEY

Barbour . . . R Favors—Res.
Moore D Favors—Prob.

NEW YORK

Copeland . . D Favors
Wagner . . . D Favors

OHIO

Bulkley . . . D Favors
Donahay . . D Favors

PENNSYLVANIA

Davis R Favors—Res.
Guffey D Favors—Res.

RHODE ISLAND

Metcalf . . . R Favors—Res.
Gerry D Oppos.—Prob.

VERMONT

Austin R Favors—Res.
Gibson R Absent

South

ALABAMA

Black D Favors
Bankhead . . D Favors—Res.

ARKANSAS

Robinson . . D Favors
Caraway . . . D Favors

FLORIDA

Fletcher . . . D Favors
Trammell . . D Favors

GEORGIA

George D Favors
Russell D Favors

KENTUCKY

Barkley . . . D Favors
Logan D Favors—Res.

LOUISIANA

Long D Uncertain
Overton . . . D Absent

MISSISSIPPI

Harrison . . D Favors
Bilbo D Favors

NORTH CAROLINA

Bailey D Favors—Res.
Reynolds . . D Favors

SOUTH CAROLINA

Smith D Favors
Byrnes D Favors

TENNESSEE

McKellar . . D Absent
Bachman . . D Favors—Res.

TEXAS

Connally . . D Favors
Sheppard . . D Favors

VIRGINIA

Byrd D Favors—Prob.
Glass D Favors—Prob.

WEST VIRGINIA

Holt D Absent
Neely D Favors

West

ARIZONA

Ashurst . . . D Favors
Hayden D Favors—Res.

CALIFORNIA

Johnson . . . R Uncertain
McAdoo . . . D Absent

COLORADO

Costigan . . D Uncertain
Adams D Favors—Res.

IDAHO

Borah R Uncertain
Pope D Favors

MONTANA

Wheeler . . . D Favors—Res.
Murray D Favors

NEVADA

Pittman . . . D Favors
McCarren . . D Favors

NEW MEXICO

Cutting R Uncertain
Hatch D Favors

OREGON

McNarry . . R Favors
Stiewer . . . R Favors—Res.

UTAH

King D Favors
Thomas D Favors

WASHINGTON

Bone D Favors
Schwellen-
boch D Favors

WYOMING

Carey R Opposes—Res.
O'Mahoney . . D Favors—Prob.

Middle West

ILLINOIS

Lewis D Uncertain
Dietrich . . . D Favors

INDIANA

Van Nuys . . D Favors—Res.
Minton D Favors—Res.

IOWA

Dickinson . R Opposes—Res.
Murphy D Favors

KANSAS

Capper R Favors—Res.
McGill D Favors—Res.

MICHIGAN

Couzens . . . R Uncertain
Vandenberg . R Favors—Prob.

MINNESOTA

Shipstead . . FL Favors
Schall R Favors—Res.

MISSOURI

Clark D Favors
Truman D Uncertain

NEBRASKA

Norris R Favors
Burke D Favors—Prob.

NORTH DAKOTA

Frazier R Favors—Prob.
Nye R Favors—Prob.

OKLAHOMA

Thomas D Favors
Gore D Favors—Prob.

SOUTH DAKOTA

Norbeck . . . R Favors
Bulow D Favors—Prob.

WISCONSIN

LaFollette . . P Favors
Duffy D Favors—Prob.

One Bonus Any Salesman Can Earn



BY
BRUCE
CROWELL

Most salesmen need more of the railroad man's conception of time. Can you imagine the engineer of the Twentieth Century Limited ambling casually into the Grand Central Station day after day and reporting, "Oh, we were only an hour and thirteen minutes late!"

THE other day I heard a sales manager make a simple statement to his salesmen which struck me as being good to pass on to you. Sometimes we're so busy watching for the big opportunity that we pass up the *one* opportunity that is with us practically every working day—the opportunity to turn more of our time into earnings.

This sales manager stood before his meeting on a Monday morning and said, casually, "Let's have a little clinic about time . . . how much time, Jack, do you estimate you wasted yesterday?—come on, now, and be honest." Jack thought a minute and said, "Oh, perhaps an hour."

"How much for you, Watson? . . . how much for you, Hubbard? . . ."

Most of the estimates ran around an hour.

Then the sales manager said, "Now, here's just one thought I'm going to give you, then the meeting's over: One hour wasted each working day means a day wasted each week, or *two months* wasted each year. Charge this up to yourselves in terms of two months' salary,—and to the company in terms of two months' business—and you'll see what I'm driving at."

Like that sales manager, I'm going to drop the subject right here. But the next time you're tempted to dally along an extra hour after luncheon before getting into the presence of a potential buyer with a story, imagine yourself spending the same hour holding good negotiable dollar bills into the flame of a candle and watching them turn into ashes.

Reprints of this page are available at three cents each, remittance with order.

By solidifying all fleet sales activities under one corporate division and clarifying sales policies, General Motors has jumped fleet sales more than 80% since 1929, recording an increase every year straight through the depression. Business done by General Motors Fleet Sales Corporation now amounts to some \$25,000,000 a year.

Management Coordination Keeps GM Fleet Sales on the Up Grade Throughout Depression Years

SALES of all makes of General Motors passenger cars and trucks to fleet owners in 1929 totaled approximately 17,200 units; in 1934 the total was approximately 31,000 units. In other words, during the past five years, while sales of practically all products, including automobiles, have been declining precipitately, sales of General Motors cars and trucks to fleet owners have increased over 80%.

At the same time, the corporation's position in the industry has improved even more, as it is a well-known fact that fleet operators have been curtailing their purchases of new equipment instead of increasing them.

Our story really should begin in 1927. Prior to June of that year, little systematic effort had been made to secure and hold the business of fleet operators as such, and there was no coordination of such activities on the part of the several divisions of General Motors. Then C. E. Dawson, who had been with Chevrolet for fifteen years, was designated to look into the matter and see what could and should be done about it.

Dawson found about what might have been expected. Each division had a fleet sales department of a sort, but was doing comparatively little with it; few if any records were available; there was a total lack of unanimity as to what constituted a fleet owner; there was a wide range of discounts; dealers were not pleased with the way the business was handled; service problems were treated in the same way as those of individual owners, and there were many sore spots needing attention.

For three years Dawson served as a kind of liaison man between the several divisions and the fleet operators, coordinating the activities of the various divisions, standardizing procedure, compiling records, calling per-

sonally on fleet operators in all parts of the country, and making a thorough study of the whole subject of fleet sales. Evidently he did a good job, for in 1930 the General Motors Fleet Sales Corporation was formed to take over the sale of all GM passenger cars and trucks to big fleet operators, and Dawson became president of the new subsidiary, a position which he still holds.

This subsidiary sells nothing but new cars and trucks—no used cars, parts, or service—and it sells only to one class of prospects, fleet operators who contract to buy a minimum of \$15,000 worth of GM cars and trucks a year. Nevertheless, its sales have increased every year, without exception, until they now total upwards of \$25,000,000 a year.

Asked to what he attributes this remarkable and uninterrupted increase straight through each year of the depression, Mr. Dawson named several factors and placed especial emphasis on one—preventive maintenance, or service.

Unifying All Effort

"Going back to the beginning," he said, "there was a lack of uniform procedure, coordination, systematic effort, and many other essentials. That was why I was designated to undertake the job in the first place. We didn't know who the principal fleet operators were, how many units they operated, how old their cars were, where they were bought, or how many were bought of us. We didn't even know exactly what was meant by the term 'fleet operator.' Some would include all owners who operated five or more units, while others thought one should operate ten or twenty or fifty units to be entitled to this distinction—and discount.

"There was no uniform scale of dis-

counts and the tendency was to base discounts on number of units operated. I soon conceived the idea that it doesn't matter how many units one operates or even how many one buys; the important question is: "How many does he buy of us in the course of a year? We inaugurated a scale of over-riding discounts based on annual purchases of our cars, and now, under the Code, one must contract to buy a minimum of \$15,000 worth a year of us to be entitled to such discounts.

"We compiled comprehensive records to show where our market was, who was getting the business, and where effort was most needed. Now we keep these records constantly up to date and they are to us what a compass is to a sailor. We know who our prospects are, how many units they operate, the make and age of each unit, and many other facts. If one of our accounts begins to slip, we know it promptly and are governed accordingly.

"These records also revealed that nearly all our fleet customers operate more than one make of General Motors cars. More than half of them operate four or more of our makes. And it is perhaps only natural that if one sours on one GM product, he is likely to blame them all. He may have fifty units of one make and only one of another, but if that one proves unsatisfactory or he thinks he wasn't treated fairly by the factory, he says, 'If that's the way General Motors does business, I don't want any of their cars.'

"By organizing this subsidiary to handle fleet sales of all divisions of General Motors, we concentrated all such activities in a single organization and insured systematic and uniform procedure. A division that sells only a few units to fleet operators has the same representation as the one that

sells thousands, and the operators have the same service on all makes.

"We brought our fleet salesmen into this organization, located them permanently where the business is to be had, allocated the prospects, and furnished each representative with all available records and information. Fleet operators curtailed their purchases during the depression, of course, but we did not curtail our organization or efforts. We haven't lost a single man during the depression.

"This point deserves emphasis. It takes time for a salesman calling on big operators to learn his way around, familiarize himself with conditions and win the confidence of his customers and prospects. If there is a change, the new man is at a disadvantage until he becomes similarly



President Dawson

As told to D. G. Baird by
C. E. DAWSON
*President,
General Motors Fleet Sales
Corporation, Detroit*

established. For this reason we keep the same representatives in the same territories indefinitely.

"We also furnish our dealers much information and assistance in selling to fleet owners. For example, all dealers used to get the complete list of all operators who had signed contracts and each dealer was expected to pick out the prospects in his territory. He couldn't have done so even if he had had the time and patience to try, because many big operators have subsidiaries under other names and he didn't know what subsidiaries, if any,

were in his territory. Now we send each dealer a separate card for each fleet prospect in his territory and no other. Then, when there are changes, we immediately send him other cards with full information, so that his prospect list is always complete and up to date.

"We do a considerable volume of direct-mail advertising, using letters, folders, booklets, fleet operators' experiences and various other material, all of which is helpful.

"The one most important thing we have done, though, in my opinion, has been to improve our service, and the most important feature of that is what we call preventive maintenance.

"The fleet operator is interested quite as much in the cost of operation and maintenance as he is in the cost of the car. A difference of just a few mills per mile is an important consideration to a big operator. As a single example, one operator last year reduced such costs three mills and in doing so saved \$27,000! His fleet traveled nine million miles at an average cost of \$.0320 a mile.

Prompt Service Makes Sales

"When I began this work back in 1927, almost the first thing I learned was that many operators were dissatisfied over minor service troubles. They had had some difficulty; the dealer didn't think he should bear the cost and the matter had been referred to the factory where the usual routine had been followed; letters had been sent back and forth, and the customer had become more and more dissatisfied, all over the matter of a few dollars in service charges which he didn't think he should pay.

"One of the first operators I called on dragged out a bunch of such complaints which had been pending for months or even years. I went over the whole situation, made a satisfactory adjustment, and since 1930 alone we have sold him \$2,802,000 worth of cars.

"Another had bought \$165,000 worth of cars from us in 1926, had had some argument over service, and in 1927 bought nothing from us. We made an adjustment and that operator's purchases since have been as follows: 1928, \$220,000; 1929, \$296,000; 1930, \$147,000; 1931, \$155,000; 1932, \$207,000; 1933, \$280,000; 1934, \$260,000—a total of over \$1,500,000 worth of business.

"Now we employ six service men. Complaints are investigated promptly, and the service men are authorized to make the adjustment immediately and on the spot, without consulting anybody at the factory or elsewhere. I

don't want to convey the impression that this is a 'give away'—that we let customers take unfair advantage of us just because they buy a lot of our cars—but I do want to stress the fact that every customer gets a fair deal, he gets it promptly, and he gets it without having to carry on a lot of irritating correspondence with some minor employe at the factory. Very few customers will make unfair claims if they know they will be given such treatment. The volume of such complaints has been cut more than half during the past three years and the number referred to us in 1934 was about 70% less than in 1933.

Like Chinese Doctors

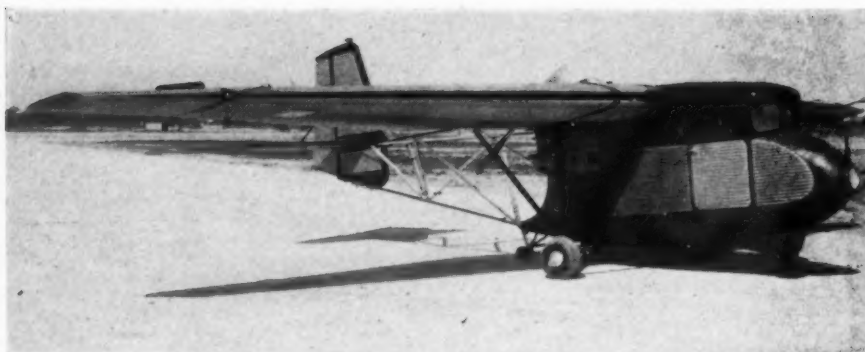
"It is far better, though, to prevent troubles than to correct them after they occur. For this reason, we do everything possible in the way of preventive maintenance. One of our service men calls on every operator at least twice a year, whether or not there are complaints. He simply calls to inquire about the performance of our cars and to be helpful in every way he can. In many cases he conducts a school for the operator's service men, teaching them the best, quickest and most economical methods, both of prevention and of cure.

"We furnish free to operators who want it a uniform operating cost system, with model forms of every kind needed, thus enabling them to maintain an accurate, detailed record of operating and maintenance costs, to learn in what respect their costs are high, and, incidentally, to compare the costs on cars of different makes.

"We send out special service bulletins at frequent intervals, giving helpful advice and information which, if followed, will reduce costs. Recently we introduced a monthly service bulletin which goes to those in charge of service of operators who maintain their own service stations. This carries some general information on such subjects as oil, lubrication and operating conditions, then takes up each of the several GM cars and trucks separately and gives specific instructions concerning their operation, maintenance and repair. Where parts are mentioned, these are listed by quantity required, group number, part number, name, and price. Emphasis throughout is on preventive maintenance.

"For those who do not service their own equipment, we have a little booklet entitled, 'How to Take Care of Your Car.' After some introductory comment on the first four pages, page five is headed: 'This vehicle should

(Continued on page 237)



"Skycar," Ford's best effort in the direction of a "flivver" plane, now awaiting enough public demand to justify volume production.

"Flivver" Planes Are Coming, But Not for 1935 Sales

THIS is not to be the great year of the "flivver" airplane—craft to sell under \$1,000. Stalwarts of the aviation industry agree upon that. Maybe 1937, maybe 1938; but not this year and probably not next, they tell SALES MANAGEMENT. Immediate volume production, essential to such prices, is beyond their imagination. But its day is coming.

Last year's spasm of debate about "the \$700 plane" has quieted down. The Department of Commerce did not get public funds to produce new-type small planes in volume. However, it is now subsidizing ventures in design and manufacture which hold the industry's keen interest. Thus government pioneering, which has been responsible for so many American achievements in the air, is driving ahead.

"Within a few months," says Eugene Vidal, Director of Air Commerce and prime mover in the "Planes-for-everybody" movement, "new advance types of pleasure craft for private owners, now being constructed for our Bureau, will be completed and flown. If satisfactory, a great forward step will have been taken towards producing an airplane which will be easy to control and fly, safer in that it will not fall off or spin, one which can be flown with little practice and from small fields, and which, when produced in volume, will approximate the price of automobiles."

Little planes already in existence for private ownership are attaining a high degree of safety and flyability. Mr. Vidal speaks of one "so simple to operate that it was recently flown by an individual who had never had any flight instruction. Also, a few weeks ago, a good friend of mine in the latest type wingless autogyro from a standing start rose 30 feet from the ground, flew about, descended vertical-



Heath "Parasol," the only plane now offered for less than \$1,000.

Photographs courtesy *Avro Digest*

ly and landed without forward motion."

These, however, are not planes to sell today at the price of an automobile. At the moment, the only less-than-\$1,000 job is the Heath "Parasol" which is offered by the International Aircraft Company of Niles, Michigan, for about \$800—if the buyer will assemble it himself.

Most other small craft for less than \$2,000 are also open cockpit planes in small production, such as the former Alexander "Flyabout" now made in Colorado Springs by Aircraft Mechanics, Inc., at a base price of about \$1,450; a Taylor machine for \$1,500; the Porterfield "Flyabout," \$1,600; one bearing Wiley Post's name, \$1,700, and the "Aeronca," a tiny, 2-place cabin job made by the Aeronautical Corporation of America at Cincinnati, selling from \$1,800 upward.

The base price by Curtis Waco, Stinson, Fairchild and other industry leaders is about \$2,500. Such planes as these—closed-cabin craft that can cruise at 100 miles an hour carrying at least two people and their baggage—formed the bulk of last year's sales. Most of this production for private owners ranged from \$2,500 to \$5,000.

During the first half of 1934, 374 domestic civil planes were made, as compared with 310 during the first half of 1933. A continuance of this rise is expected.

"Flivver" production still remains for the future. The struggle for stability has been going on for years. Of course some progress has been made. The Ford offering is a "Skycar" which the Stout Engineering Laboratories at Dearborn, Michigan, is holding to await enough public demand to justify big-scale low-price manufacture. But the government is conducting about the only new studies that may lead soon to aircraft small enough to sell to the man in the street and safe enough for him to fly.

Mr. Vidal tells about it thus:

"The relatively high price of air-

planes as compared to automobiles is, as you probably know, due primarily to the relatively low production of the former. If one were to attempt to build Ford automobiles at the rate of one a week, the cost of these automobiles would probably be in excess of the cost of equivalent airplanes. Realizing that the high cost of airplanes was militating against their wider use for private purposes and that this high cost was due primarily to piece-meal construction, I proposed last year a program whereby the Bureau of Air Commerce would make possible the quantity production of one type of airplane with funds to be obtained from the Public Works Administration. The public reception of this proposed program was so instantaneous and overwhelming that it appeared quite possible that sufficient airplanes could be sold at the reduced price to make the venture financially successful. However, we did not receive the funds required from the Public Works Administration, and were therefore unable to continue along this line.

"About the same time we received authority from Congress to carry on development work on airplanes and airplane engines and this work is now

going ahead and promises to result in some developments which will increase the demand for airplanes for private use so that a reduction in price will be expected by the increased production.

"One of our first moves was that of calling for bids on the construction of airplanes for the Department, to specifications in which safety and ease of control were stressed over those of high performance. The Hammond Aircraft Corporation, of Ypsilanti, Michigan, was the successful bidder. The contract has been awarded to them for the construction of 15 airplanes, the first one to be delivered about the middle of May. The design submitted by Hammond was a low-wing monoplane with the tail surfaces supported on two booms. The plane is of the pusher type and the propeller is mounted at the rear of a short fuselage,

and between the two booms. The landing gear is of an unconventional type which permits landing at any speed or attitude. The pilot and passenger are seated side by side at the front of the fuselage with excellent visibility.

"We also have under contract the construction of a tailless airplane by Waldo D. Waterman, of Santa Monica, California, and contracts are now being negotiated for a direct control autogyro so equipped that it may be driven on the streets, a 90 h.p. engine which will be placed on the market at a price not over \$400 although its weight will be less than 2 lbs. per h.p. and a new type of solid steel propeller on which the production costs are expected to be relatively low. We also are having produced an experimental airplane in which tests will be made to eliminate the rudder and simplify the control."

Pith Helmets to Relieve Suffering Males During Summer Heat?

HATTERS have been getting mad and madder these recent years. The madness of the hatters has risen, each Summer, with the temperature. They have been mad because ever-increasing numbers of men and boys have been going hatless.

Now the hatters are becoming gay. The unsolvable problem of getting hats back on male heads is believed solved. The World's Fair of 1934 started the recovery of heads. It all began with a two-bit item—pith helmets.

The pith helmet, offered as a novelty to Fair visitors, was seized upon with such enthusiasm that the makers couldn't fill orders though they made millions of them. Now comes the evolution:

Tropical helmets priced at \$1, \$1.50 and upward are to be advertised nationally in 1935. Campaigns will be run in the *Saturday Evening Post*, *Collier's*, *Esquire*, *Literary Digest*, *Time*, *The New Yorker*, *Life*, *Judge*, *Vanity Fair* and other magazines. Trade magazines such as *Men's Wear*, *Sporting Goods Dealer* and *Apparel Arts* have been given contracts.

Mats for newspaper use are being issued by thousands by the makers. The McJunkin Advertising Company, of Chicago, has worked out the elaborate advertising and merchandising campaign for the manufacturers, the Hawley Products Company, St. Charles, Illinois, and a trade name, the Hawley Tropper, a contraction of tropical topper, has been invented.

Marshall Field & Company, of Chi-

cago, is featuring the hat in its mid-Winter advertising aimed at vacationists headed for Florida and all points south. Finchley and Capper & Capper, fashionable men's wear specialists, have taken it up. It is claimed that every responsible jobber in men's hats in the country has gone for it avidly.

The St. Charles plant, headed by Jess Hawley, the famous football coach, is working three shifts daily, eight hours each. Styled for snappy street wear, Hollywood has clutched the idea of the tropical hat and has pressed it to its bosom, so to speak. The films are showing them.

The pith helmet, for years, has been known as the one satisfactory hat for the hot countries. They are known everywhere in the tropics and have been especially loved by the venturing Britisher. But, until now, nobody ever thought of stylizing them and offering them for general Summer wear in the United States.

One reason was that the regulation tropical helmet was a costly hat, usually selling for \$12.50 and upward. It remained for the Hawley organization to put the tropical helmet through laboratory tests, improve its lines, and reduce its costs. It has further simplified the situation by bringing out a hat with a full-floating adjustable sweatband.

This means that hat stores carry only one size, a universal hat, which will fit any head regardless of size or shape. The new fine tropper is covered with good linen cemented tightly over pith and is lined with a thin layer of cork for further insulation.

It is so treated chemically that it is waterproofed. Claim is made that a tropper may be immersed in water for hours, and even days, and will come out undamaged. When soiled all that is necessary is to sop it down into a gasoline bath and, presto, clean again.

Severe tests have been made in U. S. government laboratories. Heat insulation was found to be such that when subjected to an outside rise of 40 degrees in temperature a rise of only 4 degrees inside the hat was recorded.

Hatters, no longer mad, predict that "millions" of them will be sold this year. They are talking of "air-conditioned" headwear. They point out that the air circulates freely, entering through eyeholes in the sides of the hat and between the helmet and the



The pith helmet idea hit the World's Fair crowds like an epidemic—and now Hawley Products Company is starting a national advertising campaign to popularize tropical toppers as a sensible and suitable accessory to the linens and seersuckers which men have accepted so widely.

sweatband. They add that men are discovering that the hat is a "nifty," that men look "good" in it; especially the dressy fellows.

They say that the troppers will not only be worn at the ball parks and on golf courses, beaches and at the races but on the streets generally.

They're set, they say, to reap a whirlwind of business.

Men's apparel magazines point to the fact that lightweight clothing had the biggest season in history last year; that white tuxedos and mess jackets are sweeping the country for warm weather wear; that Summer shoes have gained favor with men's sandals coming in for 1935; that man, coming out of sombre, depression hues, is preparing to rival the rainbow and the butterfly this Summer.

How We Get a New Salesman Off on the Right Foot

A NEW man just starting to sell a diversified line has a lot to learn. The sales manager, whose job it is to start the newcomer on the right track, is familiar with a wealth of details acquired in the course of years. How can this information be imparted to the new man so that he doesn't become bogged in a morass of facts, theories and beliefs?

In the belief that other sales managers will be interested in the procedure of one company whose average of successful salesmen is seven out of eight, I am setting out here a brief summary of the methods we follow.

The good salesman is usually an optimist. In the preliminary negotiations leading to his employment, he has had an opportunity to look over the products and the possible outlets. He has performed some figure gymnastics which have led him to believe that a salesman who can't go out and sell big volume in the first three months must be a false alarm.

You see, he hasn't run up against that old bogey, "competition," yet. So one of the first problems is gently to ease him out of this frame of mind. That may sound wrong, but what is more fatal to successful saleswork than an overly enthusiastic salesman disillusioned after his first month's work?—his dreams shattered, his castles in Spain tumbling down? Tell your new man the cold, hard truth. In fact, lay it on a bit heavily. Make him say after the first month, "Gosh! This isn't as tough as the boss said it was going to be!"

First, the Broad View

The first day of the new man's training should be a gentle process of putting him in the right frame of mind. Certain preliminaries are important. See that he meets and has an opportunity to visit a few minutes with all important officials of the company, including the president. That policy gives the new man an insight into the type of men making up the organization and makes him feel like one of the crowd. Cordiality and offers of active cooperation should be the keynote of these visits.

Then take a preliminary trip through the plant or warehouse. No attempt should be made at this time to go into manufacturing details. That comes later. A similar preliminary survey of the entire line of products is made on that first day.

Then on the second day the real grind begins. There you are with a green man and a complicated story to tell him. Not a simple problem. Obviously the answer is the careful classification of products and outlets.

The entire line is split up into



BY

L. E. BARNES

*Sales Manager,
Benedict Manufacturing Company,
East Syracuse, New York*

Many concerns do not have a clearly defined program of procedure for initiating a new man into the sales organization. Yet the intelligent management of a newcomer during his first week more often than not is a prime factor in determining his long-time value to the company.

groups that are distinctive either in type of outlet or in purpose. In our case the line is divided in groups according to the purpose of the article—as, for instance, household silverware, hotel and restaurant silverware, flatware, etc., and is studied according to a definite formula. First, however, it is necessary to describe and explain the trade descriptions or nomenclature of the industry. In silverware such terms as "soft soldered," "nickel base," "white metal," "spot plate," etc., are everyday expressions and an understanding of them is essential.

Let me outline here a typical formula of group study:

1. A general explanation of the purpose of the line.
2. A review of each article in the group.
 - a. List price and discounts.
 - b. Details of manufacture.
 - c. Points of superiority.
3. Classification of outlets.
 - a. Outlet No. 1 and proper appeal.
 - b. Outlet No. 2 and proper appeal.
4. Description of merchandising plans.
 - a. Group selling deals.
 - b. Advertising.
5. Analysis of competition.
 - a. Price.
 - b. Quality.

This formula is followed with each group. Care should be taken not to try to put more into the new salesman's head than his mind will absorb. It is better to leave some things unexplained than to send the new man out with his head in a whirl. It is suicide, for instance, to expect the new man to absorb details of manufacture if those details are not important in actual selling.

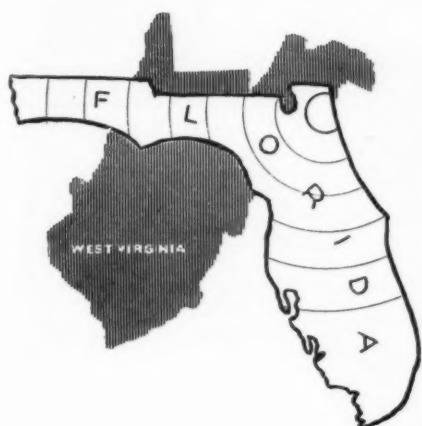
Right here, let me say, that a sales manual is almost a necessity in the proper, orderly presentation of the essential facts of personal selling of a complicated line. Its use in connection with new men alone is more than worth its cost of compilation. Used as a text book during the training period and a frequent reference while on the road, it may mean the difference between success and failure for the budding recruit.

Emphasize All Lines Equally

Your new man's career is likely to be determined by his degree of success in selling *all* groups. Your complicated line has been gradually built up because new articles and groups have been added from time to time for which a real economic need existed. All are convergent in both outlets and manufacture with the organization set-up and can be sold. Your new salesman, to be fully successful, must get every bit of business possible out of that line. Special attention must be given to those articles or groups which appear most difficult for him to understand. Don't let him get into a one-line rut. Usually this does not happen until the third or fourth month, but look out for it if it does. Give me a man who, for the first six months, sells *all* the line, even though his volume may not be large—and I know I have a winner.

Information of a general nature that the new salesman must have includes:

Terms and discounts; deviations al-
(Continued on page 237)



Free!

FOR 30 DAYS ONLY
an *Extra Market*
as Big as West Virginia
with Each Advertising Appeal
to FLORIDA'S REGULAR MARKET

COMPETENT authorities estimate that Florida's 1,700,000* permanent residents will be equalled in number by winter visitors when the season reaches its peak late this month.

For the next 30 days or more (almost, in fact, until April 1) any advertising appeal to Floridians will also reach this plus market which is as large as the total population of South Carolina or West Virginia. A market of incalculable spending power composed largely of adults who have money to spend and who are in Florida for the express purpose of spending it.

As always, the way to reach the wealth of immediately responsive buying power represented by resident Floridians and visitors is through the statewide circulation of the Times-Union which blankets Florida's largest single market, Jacksonville, and gives amazing coverage of lesser communities throughout the state.

* New state census figure as of January 1, 1935.

The Florida Times-Union

LARGEST CIRCULATION IN JACKSONVILLE

Daily FLORIDA'S LARGEST NEWSPAPER *Sunday*



News of the New Digest

NEW YORK, N. Y.



FEBRUARY 1, 1935

163 Homes Painted For Every 100 National Lead Inquiries

Digest Readers Respond To Latest Paint Survey

Check Dutch Boy Jobs

Digest Second In Low Cost Per Inquiry

NEW YORK, February 1—"163 house paintings per 100 inquiries!" "Second lowest cost per inquiry!"—and The National Lead Company swings into line with other leading national advertisers who, in 1934, used the pages of The Literary Digest to secure exceedingly satisfactory advertising returns.

Throughout the past months The Digest, working in conjunction with a strictly impartial agency, has conducted 10 sales-inquiries for the benefit of their advertisers. In each case a simple letter and questionnaire were mailed requesting information, incurring no expense to the reader, and requiring only a few minutes of spare time. The 1,000,000 Digest reader-families responded readily. In every instance the percentage of returns has been high, an indication of intense reader interest and friendly co-operation with the publishers.

Dutch Boy Survey Results

And now the results of The National Lead Company survey are revealed, proving again the Digest formula that, among national weeklies, it offers an excellent return for a small expenditure. Returns show that for every 100 inquiries from Digest readers, 163 houses were painted with Dutch Boy White Lead. These house paintings resulted from direct response to Digest advertising or from passing the word along to friends.

In this latest survey The Digest was only exceeded in low cost per inquiry by "Better Homes and Gardens," a distinctly home-owners publication.

Other surveys conducted for such leading manufacturers as Remington Rand, American Safety Razor, Armstrong's Linoleum, American Optical, Frank E. Davis Fish, Lane Bryant, New England Council, Wright Arch Preserver Shoe, Eberhard Faber Pencils and Continental Oil, have all developed tangible evidence of substantial sales at low cost.

CREATES FUROR



This Conoco Travel Bureau brochure, recently mailed by The Digest, is creating widespread discussion among automotive advertisers for the decisive manner in which it confirms The Digest automotive poll.

Lane Bryant Doubles Space for 1935

1934 Returns More Than Twice Those for 1933

NEW YORK, February 1—"We have been so well pleased with the results of our advertising in The Digest"—(twice as many returns in 1934 as in 1933)—"that we have planned to double our space in your publication for 1935," declared M. Berman, advertising manager for Lane Bryant, in a recent letter to The Digest.

Not bargain basement merchandise, Lane Bryant deals with intelligent women, seeking a quality product. Increased space for 1935 is evidence that The Digest, proven medium for intelligent men, reaches also discriminating women.

Travel Brochure Checks Auto Poll

Conoco Findings Confirm Automotive Prediction

Provoke Much Comment

Results Click Despite Different Survey Areas

NEW YORK, February 1—Recently The Literary Digest conducted an automotive poll to determine the 1935 motor car requirements of its 1,000,000 reader-families. The results of this poll bore out a prediction made by motor car manufacturers—that 1935 would see increased activity in all automotive lines.

Upon publication of these results discussion became rife in automobile circles. Some questioned the magnitude of the market predicted—others wanted further proof. On the other hand, sales managers in addressing their distributors urged them to heed this prediction and use it to advantage.

Now—The Literary Digest has mailed a brochure containing an analysis of results obtained by a 1934 Digest campaign on behalf of the Conoco Travel Bureau, subsidiary of The Continental Oil Co.

Reveals Activity

This survey, separately conducted by an outside agency, and in no way intended as a check on the larger poll, nevertheless emphatically reaffirms the Digest claim of great automotive activity in its market. Covering only Digest readers responding to the Travel Bureau advertising, it reveals, despite its smaller scope, a high ratio of gasoline consumption by touring Digest readers.

Project this lesser survey onto the greater automotive poll (conducted in the same manner by which results of national, city, and special elections have been accurately forecast) multiply by the many more thousands who replied to the auto poll, and the conclusion must be that here is a banner market for all automotive products. Remember, too, that purchasers of automotive products are excellent prospects for food, clothing, razors, shaving cream, insurance, and all manner of other non-automotive merchandise.

Larger Space Units Pay In Digest

Advertisers See Increased Space as Profitable

NEW YORK, February 1—Studies by research men have often seemed to support smaller units of space, especially where direct returns were desired rather than institutional or product prestige.

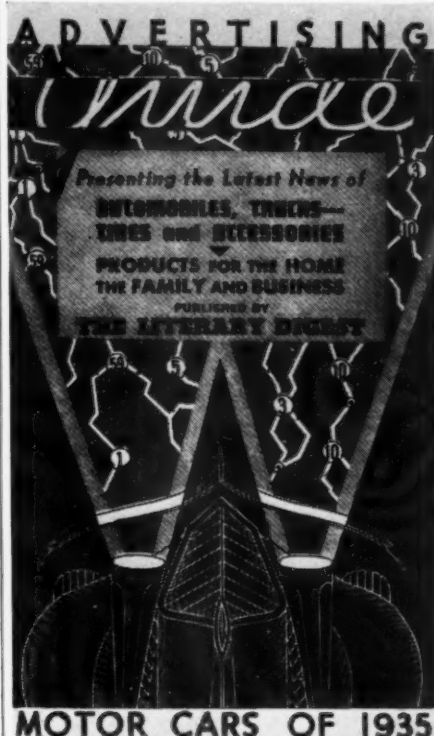
The Literary Digest, however, appears to be different from most magazines in this respect because its rate is low and because it has so potently stimulated the interest in advertising among its readers by regular mailings of The Advertising Guide.

Digest Insertions Lead

The Frank E. Davis Fish Company's experience in The Digest is a case in point. They used eight insertions in 1933 and again eight insertions in 1934, whereas no other medium has ever had more than three.

Remington Rand, Inc., says: "For your information, I might add that we have been able to increase our space on the basis of sales in many other publications but we have not been able to increase it to the same extent we have in The Literary Digest."

AID TO READERS



MOTOR CARS OF 1935

Published only by The Digest, this Advertising Guide, now in its third year of publication, is evidence of cooperation between publisher and advertiser.

Unique Booklet Aids Readers

Advertising Guide Now in Its Third Year

Designed for Selling

Readers Write Appreciation of Digest Catalog's Value

NEW YORK, February 1—A striking example of unique cooperation between publication and advertiser is the "Advertising Guide" published only by The Literary Digest.

Thus—to the printing and delivering of magazine advertising The Digest has added a service that multiplies the certainty of sales.

An education in buying, The Guide is a jog to the memory long after a particular advertisement has gone the way of all back numbers.

Build Preferred List

"We have led the way in building a preferred list of prospects for the advertised product," says an executive of The Literary Digest. "Editorial content, rates, type of reader—all are of consequence—and The Digest adds to these the determination on the part of the publisher to make advertising pay."

"The Digest is three years ahead of other magazines in building up a following for THE LITERARY DIGEST ADVERTISING GUIDE TO GOOD PRODUCTS—of which more than three million copies have been issued."

"From time to time special issues are printed, such as the Automobile Issue in January 1935, for which thousands of requests have been received."

Readers Enthusiastic

"Foods and Beverages, Home Furnishings, Toilet Articles, Building Materials—all are covered—and the testimony of our readers is enthusiastic and practical."

One executive writes—"Some months ago I saw an ad in The Digest run by Burberry's. I knew the product and so did not consciously digest the ad . . . when along came the little booklet you send out listing all your advertisers and their products. There I found Burberry and in due course of time bought one of their coats."

And another—"We appreciate your courtesy in listing our company under the heading 'Leading Manufacturers.' The Advertising Guide always contains interesting and up-to-date information."

The publishers of The Literary Digest will be glad to send anyone interested a copy of this booklet which so entertains and interests Digest readers.

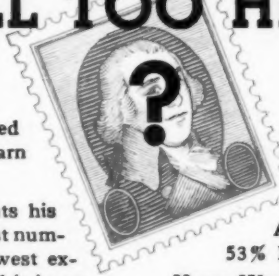
IS YOUR POSTAGE BILL TOO HIGH

LESSON!

No one in advertising need have grayed his hair to learn this lesson.

When an advertiser wants his story to reach the greatest number of people at the lowest expenditure, he doesn't seal it in an envelope—and mail it under first class postage. Instead he runs an advertisement, which, after all, is such a message, delivered by the publisher for the advertiser. The advertising rate is the postage that delivers this message.

The Literary Digest guarantees to deliver one million copies to good buying families at a rate lower than has ever been charged for a similar delivery.



COMPARE!

The Literary Digest delivers 1,000 Page Advertisements for \$2.40

Time delivers 1,000 Page Advertisements for \$3.68 — 53% Excess

News-Week delivers 1,000 Page Advertisements for \$3.50—46% Higher

New Yorker delivers 1,000 Page Advertisements for \$8.26—244% More

★ Saturday Evening Post delivers 1,000 Page Advertisements for \$2.67

★ Collier's delivers 1,000 Page Advertisements for \$2.62; Cosmopolitan delivers 1,000 Page Advertisements for \$2.71; American delivers 1,000 Page Advertisements for \$2.50

★ Larger Page Size

FOR BIG RESULTS AT LITTLE COST THE LITERARY DIGEST



A "life situation," not a laboratory, was used as the testing ground.

BY
FRANK R. ELLIOTT

*Director of Publicity,
Indiana University*

The value of an experiment of the kind described here is, naturally, open to considerable debate. To the editors of *Sales Management*, the most interesting thing in it is that phase of the results which indicates that a combination of media is likely to be stronger in selling power than any one medium used by itself.

Eye Versus Ear in Advertising: What Do You Think This Test Proves?

A GOOD deal of psychological experimentation has been done during the past 40 years on the relative effectiveness of ear and eye appeals. The importance of such studies to education and advertising is increasingly obvious.

Nearly all of this work, however, has been carried on in the laboratory, with a handful of subjects and with disconnected stimulus materials, such as nonsense syllables, digits, colors—simple, disconnected subject matter somewhat out of keeping with the life situation.

With full credit to the pioneers for the ground they have cleared, we ask: What would happen in the emotional frame of the life situation?

Given the same content, which advertising form would prove most effective? Poster or radio? Ear or eye appeal? Which would stop the most people? Which would make them remember better? Which would sell the most goods?

The first of these questions has been put to a recent practical test. More than 27,000 people, widely diversified as to sex, age, occupation, and social and economic condition, have taken the test. The best part of it is that they did not know they were taking it. That is the life situation. How they responded in their own, natural way without knowing they were being experimented upon, is a matter of careful psychological record.

The writer's problem was the very practical one of attracting attention to an educational display. How to stop

people most effectively was the problem.

The scene of our field study is Indianapolis, Indiana. Place: The Indiana State Fair with its quarter of a million visitors—country people, city people,

business men, professional men, laborers, horse show patrons, race fans, 4H club boys and girls, father, mother, sister and brother, even grandma and grandpa—all out to see the sights and pick up pointers. Time: The first week in September, 1934.

Hundreds of educational and commercial exhibits are there, on all sorts of subjects: Agricultural methods, home economics, live stock, automobiles, radios, babies, washing machines, pianos, health, and what not. Let us single out one of these demonstrations.

It is a health exhibit under auspices of the State University of Indiana designed to call public attention in a forceful way to the importance of fresh fruit in the human diet. On a series of white shelves are attractively displayed row upon row of fresh fruits: Apples, oranges, bananas, peaches, pears, grapes; all packed in Cellophane bags.

The display is advertised—now to the eye by poster, then to the ear by radio loud speaker, later to eye and ear simultaneously by poster and loud speaker together; and so on for seven days of Fair week.

The test is: Will people stop? What percentage will stop under each advertising situation?

Two trained investigators sit inconspicuously apart in an adjoining booth, carefully checking results. One keeps an accurate count of all persons entering the hall; the other notes their response.

Do they come to a stop when they arrive opposite this display? Do they look at it? If they do both, they are

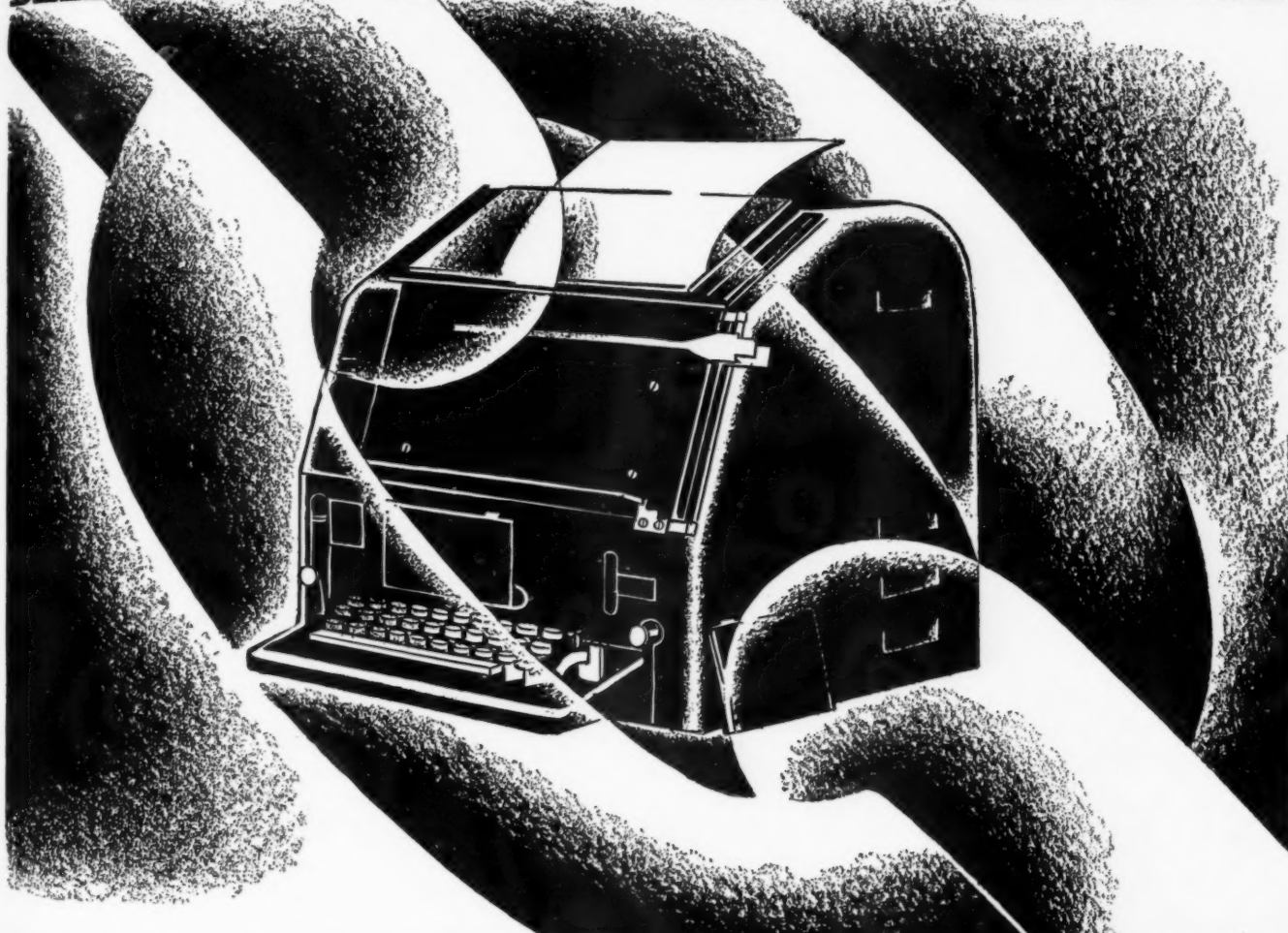
Editors' Note

This test of eye versus ear appeal is a distinct advance over laboratory experiments because it more nearly approaches actual sale conditions. It definitely indicates that the human voice at the point of sale is the most effective "stopper."

More open to debate is what it proves about the comparative effectiveness of radio and posters. It is seldom that the radio advertiser can get his message over to the public at the point of sale. Proponents of posters may claim that the simple posters shown in the illustration are a poor sample of what is done commercially every day on the boards.

The author is a former newspaper man, and since 1921 has been a teacher of advertising and also the director of publicity at Indiana State University. At present he is on a year's leave of absence for advanced study in psychology and advertising at Columbia.

BELL SYSTEM TELETYPEWRITER SERVICE IS THE



VITAL LINK

Factories and sales offices are often located at different points today . . . but all units must be operated as one if economy and efficiency are to be achieved.

Bell System Teletypewriter Service makes this possible . . . through the instantaneous typewritten exchange of messages of every kind—orders, specifications, inquiries, stock control, production scheduling, shipping instructions, administrative matters, accounting details, credit information, and many other things.

The Reading Iron Company, which connects plants at Reading and Danville, Pa., with general sales office in Philadelphia, finds the service "extremely valuable" in all phases of operation.

FEBRUARY 15, 1935

"The accuracy and speed of Teletypewriter Service permit better planning at the mills," says Mr. W. S. Shiffer, General Manager of Sales, "and greatly increase the efficiency of our service to customers without increasing our communication cost. It is really a vital link in our business."

Your use of Teletypewriter Service might be for entirely different purposes . . . it might be to outside concerns, rather than separated units of your own company. Whatever your requirements, you should have full information about this modern service . . . and how it can be of value to you. The local Bell Telephone office will gladly furnish it on request.



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Pulling Power of Advertising Situations

Advertising Situation	Total Numbers Exposed to Advertising	Total Numbers Stopped at Display	Percentage Stopped
No Advertising	6,567	1,308	19.9%
Poster Advertising	5,701	1,449	25.4%
Radio Advertising	6,596	2,116	32.1%
Poster-Radio Advertising...	6,579	2,197	33.4%

Below, the graph illustrates the effectiveness of no advertising, of poster advertising, of radio advertising and of radio plus posters. A combination of the two media is almost twice as potent in making passersby stop, look and listen as is the display without any advertising.

counted as attending. They have made the response necessary to any successful advertising. If they do neither, they are counted out; the advertising has entirely failed.

It is easy to see the advantage of such practical testing; difficult to see its disadvantages. The latter are there, however, as every experimental psychologist knows. The problem is that of control.

Control of the crowd so that each individual may have equal opportunity with others to see or hear the advertising message. Control of surrounding conditions so that nothing but the advertising itself can influence the crowd's reactions. Control of the advertising presentation, so that it will be seen or heard alike by all individuals, without significant variation of visibility or audibility.

People Are Not Test Tubes

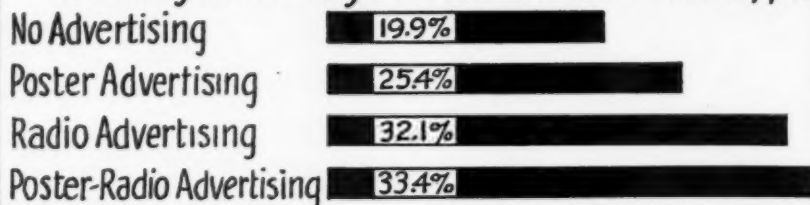
Frankly, the life situation cannot be highly controlled. Here comes an old man who cannot hear; he misses the whole point of radio advertising. Here comes another who cannot see; for him poster advertising means nothing. A third individual may be normal in both respects, but an interruption by a friend may cause him to miss both types of advertising.

Too bad, but this is life. This is what happens every day to thousands of dollars worth of good advertising. By some inadvertence it is not seen. By the commonest sort of mischance it is not heard. And, on the other side of the question, by merest chance it is seen and is heard. Over the long stretch there is waste, but, in general, misfortune is balanced by good fortune. In psychological parlance, chance errors are there but they cancel each other out—provided our sample is large enough and sufficiently varied.

One of the first questions which arose in the Indianapolis experiment was that of content of the advertising message. Should the poster advertisement be worded exactly the same as the radio advertisement? The pure psychologist probably would say "yes"; the practical advertising man "no."

GRAPHIC PICTURE OF ADVERTISING RESULTS

Showing Percentage of Persons Who Were Stopped



The course seemed clear here. This was a problem of poster vs. radio advertising. No poster maker ever used the style of the radio announcer. And, after all, any word-dress for ideas which would appeal especially to one group of people probably would not be so favored by another group. Here, again, the pros and cons could be expected to cancel each other out, leaving the masses fairly evenly stimulated so long as the essential talking points were clearly presented in their natural way by either the poster or the radio mode.

Accordingly, our criterion was that of a good, standard, commercial presentation of identical ideas by poster and radio advertising. The dozen or so main talking points were turned over to experts in both fields, with requests that full advertising content be placed in standard, commercial poster and radio form. The contributing experts in both fields knew from the beginning the object of the experiment; they promised and apparently gave the best services of which they were capable.

The continuity writer of a radio chain put the main advertising points into the following radio form:

"For your enjoyment and health, eat fresh fruits. There is nothing better to give your body those necessary health-building vitamins and to furnish minerals for sound, healthy teeth and strong bones. Physicians will tell you the best way to ward off disease is to keep yourself fit. Fresh fruit is good medicine for young and old . . . Fresh fruit acts as a mild laxative, stimulates kidney functions, builds strong bodies, and promotes normal growth in children. 'An apple a day keeps the doctor away'—well, that's more than just a saying . . . That's good logic . . . There's nothing bet-

ter for you on the Fairgrounds than fresh fruit . . . It's washed clean, ready to eat . . . Sold in sanitary packages to safeguard your health, and priced reasonably to safeguard your pocketbook . . . Eat fresh fruit between meals, with meals, at all times . . . Buy your fresh fruits here—now!

This message was put into the form of a recording by the chief announcer of a commercial manufacturer of radio recordings. This was done to insure uniformity of the radio message, since no announcer could have held up under the vocal strain imposed in our experiments. A small public address system, with radio loud speaker and adjustable volume control, was operated by a concealed attendant at the hours when radio advertising was on.

A commercial producer of posters accepted the task of preparing the poster display, and, with the aid of two advertising agency men, developed the following poster copy for the three sections of the complete display:

Main display card:

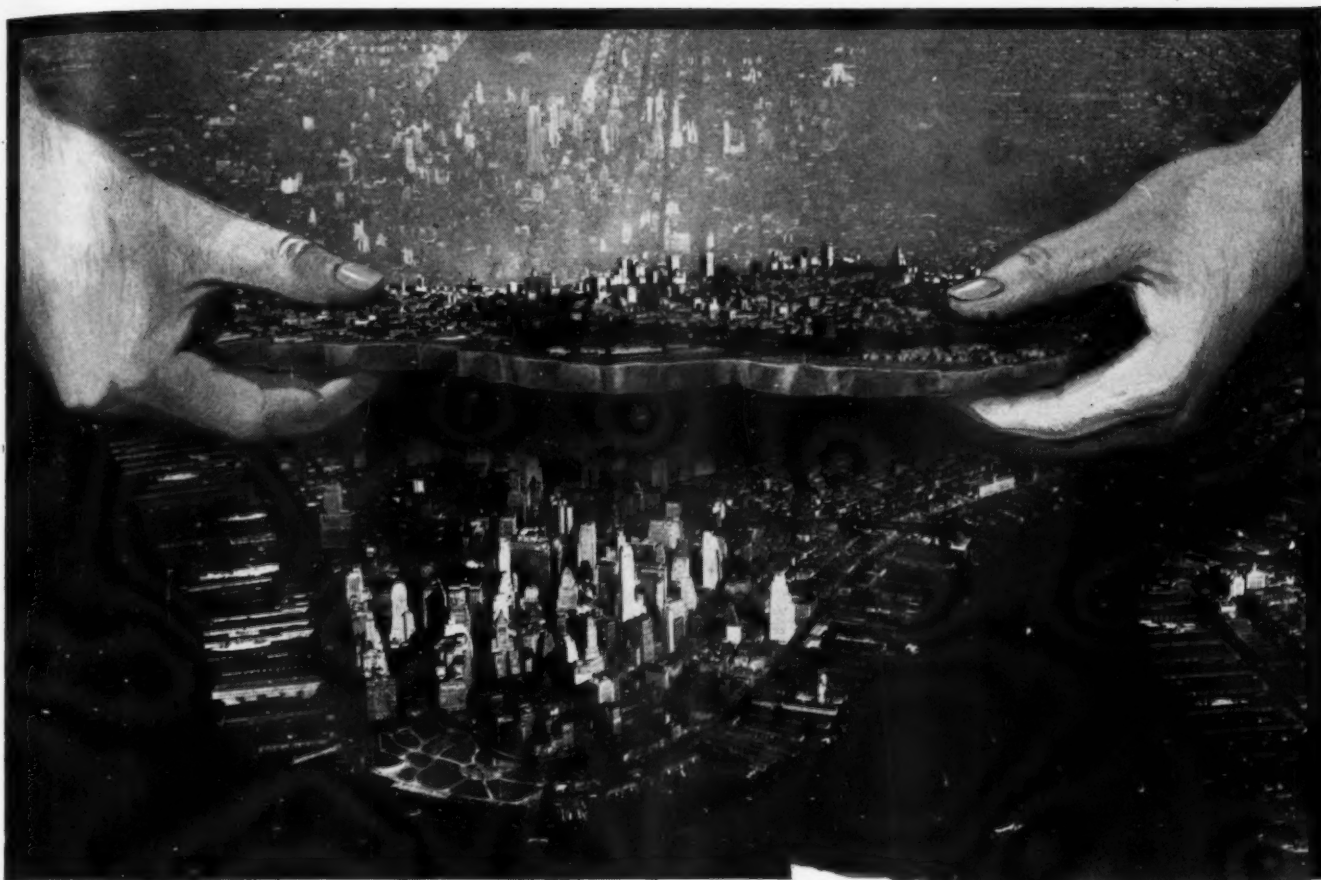
EAT FRESH FRUITS
For Enjoyment
For Health
Washed Clean
In Sanitary Packages
Ready to Eat
Priced Reasonably
BUY FRESH FRUITS HERE

Supplemental, smaller card:

Good Medicine—
EAT FRESH FRUITS
—For Mild Laxative Effects
—To Stimulate Kidneys
—To Help Ward Off Disease
—For Young and Old
BUY FRESH FRUITS HERE—NOW!
"An Apple a Day Keeps the Doctor Away"

(Continued on page 224)

SALES MANAGEMENT



Let Us Set *San Francisco* Down

San Francisco is a market of major importance. Its six hundred odd thousands of good citizens buy Half a Billion dollars worth of merchandise yearly. No one can afford to overlook a market of that volume.

The same is true of an even greater market, a city within a city.

There are more than 600,000 solid, substantial homes where the NEW YORK EVENING JOURNAL is the preferred newspaper . . . and always has been, year after year, good times or bad.

The fact is that, without these Journal families, no one can possibly do business in New York with Maximum Success.

In these homes live at least 2,000,000 men and women, boys and girls. They wear two million gowns and suits of clothes and pairs of shoes. They eat upwards of six million meals every day. Their bill for tobacco, beverages, and other amusements is of right sizable proportions. They powder their noses and touch up their lips and frizz out their hair. Their automobiles crowd the highways.

If San Francisco's 600,000 people spend 300 millions, what must the Journal's 600,000 *FAMILIES* spend?

Their open pocketbooks have meant the whole difference between loss and profit to scores of manufacturers.

NEW YORK JOURNAL

•
THE NECESSARY NEWSPAPER
•

—NATIONALLY REPRESENTED BY RODNEY E. BOONE ORGANIZATION—

FEBRUARY 15, 1935

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Ink Spots Sell **MORE** Goods

if they are Spots of

COMPARE... the great difference in Attention Value in the two newspaper advertisements, as shown below, when extra **COLOR** is added in the regular black-and-white pages of a newspaper.

A GOOD advertisement, in newspapers that do not print color, becomes **OUT-STANDING** when the Shock Factor of Extra **COLOR** is added.

One Touch of **COLOR** Dominates the Entire Page

The Los Angeles Examiner, the San Francisco Examiner, and the Seattle Post-Intelligencer offer to advertisers **COLOR** in their regular black-and-white pages in page or less-than-page units... **COLOR** that gives greater visibility, better presentation of product, unquestioned dominance.

COLOR is the surest path to the three great Pacific Coast Markets that are now enjoying so much better business due to 12 Billion dollars brought into the territory through Boulder Dam, Bay Bridge, and similar projects.

COLOR on the COAST, in the great

Basic Papers, last year accounted many outstanding sales successes...

As proof of its effectiveness, 74 national advertisers used **EIGHTY-FIVE PER CENT MORE COLOR** during 1934 than in the preceding year... and the growth grows daily.

**LOS ANGELES
EXAMINER**

**SAN FRANCISCO
EXAMINER**

COLOR

on the COAST

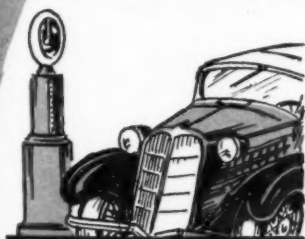
Four classes of products, in particular, Capitalize Color

Among many diversified products, remarkable results were achieved in the automotive group, cosmetics, foods, and beverages . . .

New dealers were secured, new items introduced to old dealers, consumer demand stimu-

lated, product identification won, market dominance secured, volume of sales materially increased.

A few examples of COLOR success are given below . . . dozens of others might be cited . . .



AUTOS, GAS & OIL

After test, eight well-known companies more than TREBLED their use of color.



COSMETICS

27,000 women bought 135,000 cakes of toilet soap within 30 days.



FOOD PRODUCTS

1760 CARLOADS of fresh asparagus were sold; FIVE TIMES the corresponding previous period.



BEVERAGES

One manufacturer secured such increase that all orders had to be pro-rated.

Details of color rates and Market Coverage may be secured by calling any Boone Man.

SEATTLE
POST-INTELLIGENCER

NATIONALLY REPRESENTED BY
RODNEY E. BOONE ORGANIZATION



"Three lusty cheers for Mel-O-Rol!" seems to be the heart-felt conviction of these boys, who went to Harlem's Roosevelt Theatre to sample cones—and Cantor.

Borden Spreads "Free Cone" Net to Catch 300,000 N. Y. Kids

WHEN Samuel Goldwyn made "Kid Millions," a United Artists' production starring Eddie Cantor, a few months ago, probably he had no idea what a fine turn he was doing for the Borden Company.

"Kid Millions" is the story of an orphan boy who made a pledge that, if he ever had the money, he would build the biggest ice cream factory in the world and treat all the kids in sight. . . . Some relative left him the money. He *did* build the biggest ice cream factory. And he *did* treat all the kids. . . .

The Borden Company through 70 ice cream subsidiaries is perhaps the biggest ice cream "factory" in the world. Three of the subsidiaries—supervised by Pioneer Ice Cream Brands, Inc.—are Reid's, Horton's and Borden's in the New York metropolitan area. Together they sell 12,000 stores there, under the direction of William J. Monaghan, sales manager of Pioneer.

A relatively new type of ice cream sold by these three companies is called Mel-O-Rol. The companies have been promoting it extensively for a couple of years, and on January 1 it amounted to about 22% of their aggregate ice cream volume.

Though newspapers, radio and point-of-sale material had been their principal media for Mel-O-Rol, a talkie called "Changing Times; Changing Parties" had been quite help-

ful in the last year. On 16 mm. film, it had been unfolded before a lot school, club and church groups, with Alois Havrila, NBC announcer, doing the talking. It told the story of ice cream down through the centuries, from the time Nero sent his slaves to the Alps for ice with which to have himself made a sherbert, down to a modern Mel-O-Rol factory and to 1935 model kids at a soda fountain eating Mel-O-Rol.

The three New York companies heard about "Kid Millions" somewhat before its release in New York January 1. They saw it, and decided that it was a "natural" as background for a bit of extra promotion. They put "Changing Times" on regular theatrical 35 mm. film, and went out to see if the theatre operators could be persuaded to run it—chiefly on Saturday afternoons, when the kids were loose—immediately after the showing of "Kid Millions."

They sent six men to tell the exhibitors that they would give coupons which the theatres could pass out to the kids at these performances—one with each admission ticket—entitling the youngster to one Mel-O-Rol ice cream cone on presentation at any Reid's, Horton's or Borden's dealer.

The theatre people responded. At 60 Loew and 147 independent theatres in New York between January 1 and March 1, 300,000 coupons are scheduled to be distributed. The independent theatres also are running

the nine-minute Mel-O-Rol film. Though this film mentions no brands, the Mel-O-Rol identity is clearly shown.

In trailers run the week before, the Horton, Reid and Borden names are given due prominence. Not only that, but in 130 of the theatres managers have risen to the stage a few days in advance of the showing to tell the audience about this coming film. Borden has supplied them amply with information. Some of them describe the menace of "bootleg" ice cream and, in contrast, the sanitary and healthful attributes of Mel-O-Rol, just as if they were on the Borden payroll!

Not only that, but the theatres are carrying 40 x 60 cards in their lobbies. In programs, leaflets and newspaper advertising they mention "Kid Millions" and the Borden film and offer together. A number are sending out wagon and truck floats bearing these messages to their neighborhoods.

Of course, each dealer has been supplied with material to show that here is the place to "cash in" your Mel-O-Rol coupon. Often mothers are accompanying their coupon-bearing children, and the transaction therefore is larger.

A Million "Lickers"

Mr. Monaghan thinks the scheme will create 1,000,000 new Mel-O-Rol customers in the New York area. The figure, he admits, is a broad estimate, but the coupon plan surely has stirred up a lot of Mel-O-Rol interest. . . . Loew's Pitkin theatre, for example, in Brooklyn's Brownsville section, has a capacity of 3,000. On the afternoon of January 5, when the Mel-O-Rol picture was shown and the coupons distributed there, the house had 8,000 admissions—an all-time record.

The weather has been unusually cold in New York these last six weeks. It has not been favorable to ice cream sales. But in this period the Mel-O-Rol share of the business of these three companies has increased to 25%. The goodwill and the ask-for-Mel-O-Rol-cone habits developed, Mr. Monaghan believes, will increase the proportion even more—as well as increasing the total volume.

"This was our first venture in sampling through theatres," he adds. "We may try it again—when we get a 'natural.'"

Armour Promotes Specht

F. W. Specht, formerly branch house manager in the Philadelphia territory for Armour & Company, has been appointed product sales manager of that firm. Joining Armour in 1910, he managed in turn branch houses at Westerly, R. I., and Poughkeepsie, New York. D. D. Frederick, of the Chicago office, succeeds him in Philadelphia.

SALES MANAGEMENT



Detroit Makes America's Greatest

GAINS!

*The Detroit News is first among
all American newspapers in
total lineage GAIN in 1934 over
1933 and fourth among all
American newspapers in
TOTAL lineage.*

The speed of Detroit's recovery is the hope of the nation. During 1934 The Detroit News reflected Detroit's accelerated industrial activity and the confidence which advertisers have always had in its result getting ability. The News ranked fourth in total advertising and showed the greatest lineage increase of any newspaper in the country. May we remind you that Detroit is America's fourth and today's best market?

The Detroit News

THE HOME NEWSPAPER

New York
L. A. KLEIN, INC., 50 East 42nd St. *Chicago*
J. E. LUTZ, 180 No. Michigan Ave.

“New Deal for the Plumber” Drives Double Standard Sanitary’s Volume

ALL the wisecracks and cartoons about the alleged negligence, procrastination and circumambulation of plumbers haven't helped Standard Sanitary Manufacturing Company, either.

Standard's method of distribution is factory to distributors, to plumbers. The plumbers are the company's points of contact with the ultimate prospects and consumers. In their field they are advisers, engineers and artisans, all at once—suggesting to home owners what they ought to do and then going ahead and doing it for them. "Licensed master plumbers," as Standard Sanitary calls them, also have played a part in the writing of local sanitary laws.

In the last few years, though, the mail-order and other direct-to-you people have gone into the plumbing supply business on a wide scale. They emphasized lower prices. (Standard Sanitary thinks they did so usually with lower quality.) Some of them emphasized the additional "profit" from installing your own plumbing.

And so, in the public's interest, the master plumbers' and their own, Standard set out aggressively to fight this competition.

The counter-attack began in 1933, C. B. Nash, director of publicity, tells SM, when the company reduced its own prices (without reducing quality) and promoted them aggressively in newspapers. You could buy a Standard "bathroom" for as little as \$59.

This helped the master plumbers compete on a product cost basis.

Plumbers on Pedestals

Then the company went in for "induced obsolescence" by introducing a "bath" called the "neo-angle," which had certain comfort and safety features which the rectangular "tub" had lacked but which cost only a few dollars more. Photographs of maidens bathings in neo-angle luxury helped to put the idea across. So did expenditure of \$125,000 in newspapers in the ninety distributor centers—each ad carrying the local distributor's name, and the address of his showroom.

Standard Sanitary hardly expected to sell more than 500 of the new baths from this campaign, Mr. Nash continues. Actually, they have sold 3,500.

Then last Fall, in the same cities but in a somewhat different list of papers, the company spent \$75,000 for



Let's put the CHISEL away!

[illegible]

Standard Sanitary Mfg. Co.

To make the bargain hunter pause . . .

a series signed by Henry M. Reed, president of the company, which emphasized that "The plumber protects the health of the nation."

"Unheralded, sometimes unnoticed," Mr. Reed wrote (through Blaker Advertising Agency), "the Master Plumber has done his work so well that the world actually has beaten a pathway to his door. His work is so important that states and cities have laws not only regulating the installation of plumbing, but setting a standard for the plumber himself." Then Mr. Reed added in italics, "These laws to protect public health and insure the highest standard of professional skill have been passed largely through the insistence of the Master Plumbers themselves."

A secondary theme of this series, which being signed by Mr. Reed carried no local distributor imprint, was "Standard plumbing fixtures cost no more than others." The reductions of 1933 had been followed up with further reductions so that Standard was able to meet competition on price all along the line.

Also emphasized was the fact that the master plumber could install Standard fixtures under the National Housing Act—"without down payment; with as long as three years to pay."

The effect of these campaigns was that the company's business in the last quarter of 1934 more than doubled that of the last quarter of 1933, Mr. Nash explains. Though no consumer advertising appeared last month, the

carryover business produced by last year's efforts made it the biggest month in sales since 1929.

Important too were the increased efforts of the master plumber—stimulated by the emphasis the company had placed on them. Mr. Reed received many hundred letters, telegrams and telephone calls of acknowledgment from them.

Business papers reaching the plumber have been used consistently throughout these campaigns. Ninety per cent of expenditure, however, has been in newspapers.

Ad Theme: Beware Bargain!

Last week, in one hundred newspapers in the 90 markets, Standard Sanitary ran the first of a new series of five advertisements. The series is appearing in 1,000 lines in larger cities, in 600 in the others. Each ad is signed by the distributor. The job will cost about \$85,000.

Here, too, the more-power-to-the-plumber theme is being carried out. But the approach is different—and broader.

The illustration in the first ad shows a hand restraining another hand from picking up a chisel. The headline is: "Let's put the *chisel* away!" And the copy has a few things to say about price and quality chisellers: "No matter how good you made a product" . . . (during the depressed state of things before NRA and its "principles of fair dealing" came along) . . . "no matter how well you served your customers . . . no matter how much value you gave for the money . . . there was always somebody around the corner with the chisel to offer 'something just as good at a few cents less.' "

"Usually," the copy continued, "these so-called 'bargains' were at the expense of quality, workmanship and labor. As a result, the buyer got no more than he paid for—often less—and the whole nation paid the penalty in reduced incomes."

And it concludes, "Ask your Licensed Master Plumber to tell you how little it costs and how easily you pay for modern plumbing on government-approved terms."

Jewel Tea for Second Time Gives Employees Extra Wage

For the second time in its history, the Jewel Tea Company, Inc., will on April 1, present a "wage extra" to its 2,450 employees. Officers and senior executives are excluded. The fund, amounting to some \$70,000, will be on the basis of a 5% bonus on salaries up to \$50 a week. Incomes over that sum will get the "extra" only on the \$50 average.



Main Entrance to Philadelphia

THE Philadelphia Inquirer is the main entrance through which advertisers enter America's third market, with 58,000 retail outlets in the city and suburbs catering to the wants and needs of 3,709,000 people—more people than live in the cities of Detroit and Los Angeles combined.

The Sunday Inquirer reaches and influences more buying power than any other Philadelphia or Pennsylvania newspaper has ever been able to do. Its circulation of over 650,000 is twice that of the second Philadelphia Sunday newspaper . . . is more than three times that of the second evening newspaper . . . is 140,000 more than that of the first evening newspaper.

In the morning field, The Inquirer's circulation of over 295,000 is not only by far the largest of any morning newspaper in the State, but is—with a single exception—the largest daily circulation, morning or evening, in Philadelphia and Pennsylvania.

Through these two editions of a single newspaper you can reach practically the entire group of prospects for your merchandise in Philadelphia and suburbs. Without them it is impossible to even approach adequate contact with the active buyers in this great market.

The Philadelphia Inquirer

PENNSYLVANIA'S GREATEST MORNING NEWSPAPER

DAILY CIRCULATION 295,735

SUNDAY CIRCULATION 650,743

Average Net Paid Circulation for the Six Month Period Ending September 30, 1934



"Business Papers are Good for You"

says Paul Donelan, Advertising Manager
Corham Manufacturing Company

1. Having divided fifteen years on both retail and wholesale sides of the fence as ad-promotion manager of two fine century-old firms I have no inhibitions about good trade publications—**notice I said good ones**—for unfortunately a few of the other kind seem to survive.
2. To a degree that is inestimable, business papers are of value both to firms who contribute to their revenue by utilizing their ad-space, and to their readers.
3. Obviously the constant readers are the progressive people in each industry, for they are the ones eager to know what is going on in their business. They are the ones willing to pass on an idea, sales plan, or window display that has worked well. They are the ones possessing sufficient altruism to encourage the advertiser by their support both in actual orders and the testing of the ideas the advertisers and editors supply.
4. Frankly, a fresh-starter in any retail business could not go far wrong by stocking his store with the merchandise the leading trade paper in his particular business featured within its covers—whether the copy of the manufacturer be purely institutional or have a monthly merchandising motive—it will, if consistently released, do much good. And from contacts and observations outside of the retail field, I feel that the same is true of good business papers edited for industrial and professional fields.
5. Furthermore how would a business man keep abreast of live trade news and where would he secure a yardstick by which to measure his own progress (or lack of same) if it were not brought him regularly? This exchange of ideas, proofs of experiments made, are his business guide, and while it is unfortunate that more do not make advantageous use of the files full of valuable statistics and information the better business papers always have at their elbow, those that do benefit.
6. The Gorham Company has for years allocated generous portions of their advertising budgets to trade publications and during 1934 used more than a dozen, including leading magazines in the jewelry, hotel, travel, institutional, professional and religious fields.



ding Guides"

It is interesting to note that with modern type faces, bleed pages and general toning-up of the editorial content of business papers, those now published are better books than ever. It was not long ago that many of them appeared to be reprints of obituary notices and burglaries or puff sheets for publicity grabbers. Some of these still exist, but happily they are in the minority, and an advertiser can very quickly assay the editorial value of a magazine by reading several issues.

Big spenders among national advertisers know that really good copy that makes the consumer buy is rare enough and that accurate dealer knowledge is even rarer. Dealer foresight is gained by long years of actual business relation—both with creators and consumers. It is an acquaintance based on experience multiplied.

Business publications properly employed can provide retailers with facts and planned merchandising ideas which when utilized make the direct to consumer advertising demonstrable at the neck of the bottle—the point of sale.

Therefore we believe in selling our **first** customers **first**.

Paul D. Melan

Number 7 of a series

Gorham analysis of the function and value of business papers is one of a prepared by the editors of SALES MANAGEMENT and sponsored by following leading business papers:

AMERICAN BUILDER AND BUILDING, Chicago
ARCHITECTURAL RECORD, New York
MOTIVE MERCHANDISING, New York
REVIEW, New York
WEEKLY, New York
AND SHOE RECORDER, New York
ING SUPPLY NEWS AND HOME LIANCES, Chicago
IN STORE AGE, New York
AGE, New York
ECTIONERS' JOURNAL, Philadel-
ESTIC ENGINEERING, Chicago
GOODS ECONOMIST, New York
RIC LIGHT AND POWER, Chicago
OWNER, New York
INDUSTRIES, New York
WARE AGE, New York

HARDWARE RETAILER, Indianapolis
HOUSE FURNISHING REVIEW, New York
HOTEL MANAGEMENT, New York
ICE CREAM TRADE JOURNAL, New York
IRON AGE, New York
JEWELERS' CIRCULAR-KEYSTONE, New York
MACHINERY, New York
MILL AND FACTORY, New York
NATIONAL PETROLEUM NEWS, Cleveland
NATIONAL PROVISIONER, Chicago
OIL AND GAS JOURNAL, Tulsa
OIL WEEKLY, Houston
PROGRESSIVE GROCER, New York
RAILWAY AGE, New York
RUG PROFITS, New York
SALES MANAGEMENT, New York
STEEL, Cleveland
TIRES, New York

**Advertisers Profit from the Reader Confidence
These Well-Edited Business Papers Create**





Are your salesmen spending valuable time filling out daily report forms that were designed years ago and are long since out of date?

A Check Sheet for Revising Your Salesmen's Daily Report Form

"DEAR SALES MANAGEMENT: There doesn't seem to be any good reason for the daily report form we're asking our men to fill out and mail in—it's one the company has been using for years, that's all. I'm going to revise it. It ought to be as simple as possible, and, at the same time, it ought to bring into the sales office certain data which would be helpful in sales planning. What sort of information do other companies ask for? I'd like some ideas—Vice-President in Charge of Sales, BBX Company."

That's a composite of a good many letters **SALES MANAGEMENT** receives during a year.

Judging from the last samples of salesmen's daily or weekly report forms which this magazine collected and analyzed, we think that the machinery involved in getting reports from the field is, in the case of many, many companies, badly in need of cleaning and oiling. If a salesman's report is to be worth the time it takes the men to make it out, it ought to be something more than a tabulation of orders received over a given period. It ought to supply enough information so that the salesman's immediate supervisor can help him solve routine selling difficulties; and it ought to serve to some degree in the capacity of a coordinator between personal selling effort and sales promotion and sales research.

Consequently, we have taken one hundred salesmen's report forms from a widely varied list of companies, and have classified the information in them

under various heads. Check these items against your own present report form and consider whether it might be desirable to include any of the items not now part of your routine. Some of them, of course, won't apply to your business; in others you might find an idea which would help in some degree better to coordinate the work of your salesmen with advertising and selling activities in the home office.

Classifications of Customers

A number of companies ask salesmen to key the customers reported on. For example, we find buyers being classified:

- According to extent of cultivation by the manufacturer; i. e., as full line agents, short line agents, or prospective agents.
- According to immediate business possibilities; i. e., hot, good, fair, poor.
- According to volume of business being done annually; i. e., "A" agents, doing more than \$50,000 a year; "B" agents, doing \$25,000-\$50,000 a year; "C" agents, doing \$10,000-\$25,000 a year; "D" agents, doing less than \$10,000.
- According to type of outlets, where goods clear through more than one distribution channel.

Salesmen's Work Report

Under this head, in addition to routine information about name, address, person interviewed, and business done, we found reports asking for:

- Recall date
- Reasons for not selling
- Cost per call, and cost per \$100 worth of sales (which the salesman figures himself)
- Number of demonstrations made
- Number of hours worked
- Collections made, if any, on accounts

Routes, Expenses, Etc.

Where salesmen route themselves a routine part of each report is the salesman's mailing address for house mail for days or weeks following filing of report. Some companies include itemization of all expenses—transportation, meals, entertainment, etc.—in the report form. Some also include space for report of auto expenses, speedometer readings, etc.

Information about Competition

Few companies ask salesmen to report on activities of competitors, but one asks its men to state whether the house prices seem high or low in comparison with competition. Another asks for a memo of any new items being introduced by competition. A third requires its men to list, on every customer-call report, the buyer's other present sources of supply.

Promotion and Research Data

More than a few firms print on the backs of the salesmen's report forms a keyed list of mailing pieces, display pieces, and other sales promotion materials which the salesman can select to fit the needs of any prospect and, simply by checking, circling numbers, or noting key letters, request the house to mail as a follow-up to his call.

Other data firms are apparently finding useful:

Salesman's estimate of total gross business being done by outlet on individual product or groups of products—to give the house an idea of the proportion of the total business being sold, and total potential.

Changes of names and addresses for mailing lists.

Names of persons in the customer's organization, other than the man interviewed, who influence purchasing.

Suggestions for follow-up letters. "Along what lines shall we write? . . ."

Miscellaneous Additional Data

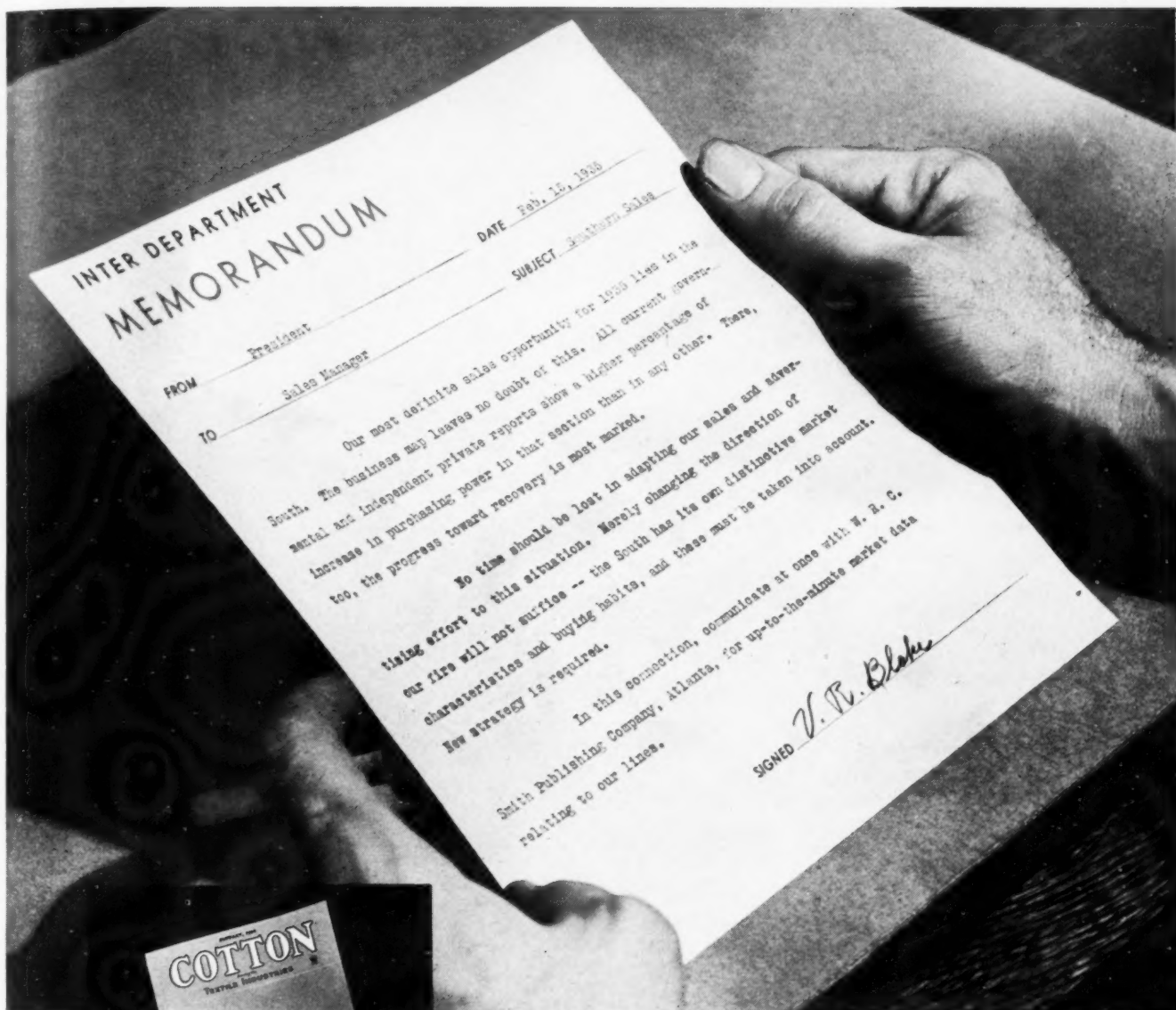
Some companies print a home office routing memorandum showing the initials of each person who should see and check the salesman's report before it goes to the file—mailing list department, advertising manager, service department, credit department, etc.

In one case a company having semi-exclusive outlets asks for a report on current business conditions in each city.

In a few cases—especially in such lines as groceries and drugs—salesmen are asked to report an inventory of the line currently on the dealer's shelf.

Reports on tests of samples or check-up on mechanical performance of products in use are often included in reports of industrial salesmen.

One report asks for inclusion of testimonials, when available, from satisfied users.



THROUGH our organization there is available a wealth of information, based on the experience and contacts of its members in the course of long and intimate acquaintance with the South, which will be of invaluable aid to any company contemplating increased sales activity in this important area.

Indispensable, too, in their respective fields, to a proper cultivation of the Southern market, are the W. R. C. Smith publications, nationally known for their intense reader interest and thorough coverage of buying power.

For data concerning your market in the South, or information about the Smith publications, write today to

W. R. C. Smith **PUBLISHING COMPANY**

Editorial and Business Offices: GRANT BUILDING, ATLANTA, GA.



Looking aft in the interior of the new Stout Scarab. Seats may be arranged in a number of other combinations

Stout "Scarab," Rear Engine Auto, Makes Debut at Dearborn

THE Stout "Scarab," a new type of engine-in-the-rear automobile, is announced by the Stout Engineering Laboratories, Dearborn, Michigan. Although production this season is not expected to be large, Stanley Knauss, vice-president and general manager, believes the newcomer will make motor history.

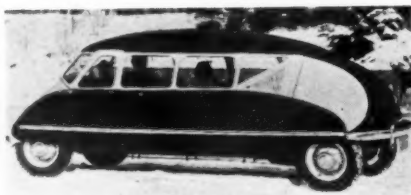
"We have a novel car, and it will be marketed in a novel way," he declares, "different from any plan ever used in the automobile industry." As yet that plan has not been revealed.

No one will question the assertion that the car itself is a novel one. Resembling a huge beetle, it has its engine in the rear; is streamlined differently; has a different kind of chassis, has removable seats, and incorporates numerous other features which are claimed to possess advantages over conventional motor car construction.

There is no dividing line between body and chassis and eliminating running boards has provided additional passenger room, as the usual running board space is inside the car. There are also five inches more headroom inside the car, although the roof is at the usual height from the ground.

The driver's seat is an adjustable chair of roomy proportions. Next to it, on the right, is a similar chair which is free to be moved about or turned any direction. Behind these are two other movable upholstered chairs.

Opposite the rear door, and just forward of the rear wheels, is a wide, overstuffed cross seat that accommodates three passengers. Behind this is a wide shelf for coats, magazines, etc.



Beetle-like; therefore the name "Scarab."

Forward of the rear seat is a folding table for reading, playing cards, eating, or other purposes. The two loose chairs in front can be turned to face the table.

The rear cross seat is also removable and can be placed alongside the wall where, with an extension which folds out of the wall, it forms a couch.

Controls are all conventional, with steering gear, gear shift, pedals, and other equipment in their usual places.

The entire beetle-shaped structure is built upon a frame of alloy steel tube hoops, based on the airplane principle of safety-strength ratio. The spring suspension itself consists of an airplane landing gear on each wheel, including coil springs with large oil cylinders to absorb shocks.

It is claimed that this construction eliminates shocks and swaying to such an extent that four passengers have played cards or dined in the car while traveling at up to 50 miles an hour.

Mr. Knauss said the company plans to build only one hundred of the cars this season. This limited production, plus the luxurious features, will make it a "high-price job." The price has not been set, he said, but probably will be between \$2,000 and \$3,000.

Frigidaire, with New Year-Round Program, Tackles "4th Million"

Having sold 3,000,000 electric refrigerators in its first 15 years, Frigidaire Corporation, Dayton, starts its sales and advertising program with the intention of selling this year perhaps 1,000,000 more.

Business conditions are better, explains H. W. Newell, vice-president in charge of sales. Electric refrigeration volume which consistently improved during the depression, was at an all-time record in the year 1934. Frigidaire has been building up a backlog of orders since last October, which now totals 135,000. Starting its year's program from four to six weeks earlier, quotas have been raised and advertising budgets increased about 50%. And the company has 16 brand new models—built to "consumer specification" by interviews in 100,000 homes, and ranging from \$79.50 to \$534.50—with which to meet requirements of the household market.

The national campaign has just opened with three-page color spreads in *Saturday Evening Post*, *Ladies' Home Journal*, *Collier's*, *Woman's Home Companion* and *Good Housekeeping*. All told, 20 magazines will be used by the company throughout the year. A factory campaign is starting this month in large space in 122 newspapers, and cooperative advertising will be run with dealers in about 1,000 dailies and in several hundred weeklies. The message in a full-page newspaper ad, "Be sure the name Frigidaire is on the refrigerator you buy," will be used on posters also.

And on February 13, over 75 stations, Jack Pearl, comedian; Cliff Hall, his straight man; Freddie Rich and band, and Patti Chapin, torch singer, made their premier on a half-hour weekly program under Frigidaire sponsorship. Pearl has dropped the role of Baron Munchausen and appears now—still in German dialect—as Peter Pfeiffer, a country innkeeper.

Among sales promotion pieces are a 40-page selling album, designed so salesmen may leave it with prospects for study, direct-mail pieces, door-openers, demonstration kits with cut-away "super-freezers." . . . Window displays featuring the fourth million are being presented by Frigidaire's 5,300 major appliance dealers, department and furniture stores and public utilities' stores, simultaneously throughout the country.

The program is being introduced to the national organization of 19,000 men in a series of 37 meetings.

SALES MANAGEMENT

YOUR *San Francisco* RETAILERS Know Their Papers

Retail stores in San Francisco, like national manufacturers, reduced advertising expenditures during the lean years . . . curtailing where sales would be least affected. Productivity of San Francisco papers under difficult conditions has been appraised through their combined opinion.

San Francisco's stores averaged one-third less lines during the last half of 1933 than for the corresponding period of 1929 . . . keeping pace with dwindling buying power. Cash register returns measured shrinking incomes.

Only 6% of the Cuts

were applied against The San Francisco Chronicle; 45% against another paper; 34% against a third; 14% against the fourth.

1934 brought improving conditions; retail lineage in San Francisco gained 615,994 lines over 1933. Again cash-register returns show the way to profitable sales.

49% of the Total Increase went into
The San Francisco Chronicle.

Your retailer, Mr. Manufacturer, points the way for your advertising dollars to The San Francisco Chronicle's market-of-best-buyers.

The San Francisco CHRONICLE

REPRESENTED NATIONALLY BY WILLIAMS, LAWRENCE & CRESMER CO.
NEW YORK CHICAGO DETROIT SAN FRANCISCO LOS ANGELES

FEBRUARY 15, 1935

[211]

Home Product Caravan Will Carry Big Companies to Consumers



General Electric's A. A. Uhalt—
"Caravan" salesman.

A DOZEN large home materials and equipment companies—some of them directly competitive with one another—are now organizing a "Home Improvement Caravan Corporation." They intend to set forth together from Washington about April 15, each with its wares in an exhibit coach, as a caravan with unified purpose and program, to track down the elusive consumers in their lairs. In each of several hundred towns, virtually all of them of less than 150,000 population, they plan to promote, display, demonstrate, sell and assist in financing purchase of their varied products and to stimulate home improvement generally.

The companies expect to arouse desires in advance of the caravan's coming. Advertising, publicity and work with civic leaders would make the arrival and exposition a civic event. They expect to fulfill many of these desires, through their dealers, before the caravan leaves. The long, blue-and-white merchandising "train" would leave a wave of modernization in its wake, and a list of informed and enthusiastic prospects to keep the dealers busy for months to come. And they expect to increase their distribution and to stimulate brand preferences in the process.

The first caravan, starting in April, will be operated on a test basis. If the test works out, separate caravans will cover the East, the Middle West and the Far West, reaching a total of

644 cities and towns. And to each town a caravan would return yearly to bring into concerted action once more the home improvement factors there.

Among companies in the test caravan will be Johns-Manville, American Radiator, Standard Sanitary, Crane, Sherwin-Williams, Weyerhaeuser, Curtis (wood products), Westinghouse and General Electric. There may be a metal product company or two, and house furnishings companies, in the group by the time this story appears.

Father of the idea was Alfred A. Uhalt, manager, dealer division of General Electric's specialty appliance sales department. It was born formally at a meeting last November. Since then executives of these companies have been busy in sales, promotion, display and other details.

Home Improvement Caravan Corporation will own all the equipment of the caravan and supervise its personnel. Participating companies will spend an average of \$22,000 for their part in it. This will represent their interest in the corporation.

Room Unit Sales Expected

Each sales coach—designed by Jenter Exhibits, Inc.—will be a streamlined trailer with a curved glass end—38 feet long by 8 wide. On exhibition, mechanism of Expando Company will increase its width to 14 feet. The coaches will be parked together—the layout depending on the site available—around an administration building. This building, a "home," will travel as part of the caravan. Marquees will connect the sales coaches. This is intended not only to keep the prospects out of the weather but to keep the riffraff out of the show. Most of the prospects will come on tickets given them by dealers of these manufacturers. Presumably they will be good prospects. Other people, however, may attend by paying a small admission charge—say, a dime—to be given to a local charity.

The sales coaches will be big enough so that, when expanded, each can show a pretty complete line of products. The GE coach is to carry three, and possibly four, "kitchens," of different price ranges. So will the Westinghouse. American Radiator may carry a "basement," replete with oil burners, air conditioners, water heaters and what not. Crane and Standard Sanitary will offer bath-

rooms. It is hoped that every room in the average house may be represented.

A fleet manager will accompany the exposition. Five groups of advance men, each with different functions, will arrive in each town at intervals, the first group six weeks before the exposition opens. They will work, among other things, with the regional, state and local FHA committees; with civic, banking, business, professional, church and women's organizations. They will show movies of recent caravan accomplishments; rehearse dealers in their parts; place publicity, and direct the advertising.

Unusual Point-of-Sale Pressure

Local advertising is expected to start about two weeks ahead, increasing until it reaches special home improvement section size at show time. The caravan people point to a recent estimate from FHA in Washington, to the effect that publicity has created \$215,000,000 sales of building products nationally since last August. Follow-up advertising is to be used, of course, after the caravan has left.

Each manufacturer will present to his dealers his own prospectus of the plan. The plan, however, will be unified in displays and other local work, by a general theme. The intention is to "sell better housing complete"; to establish a receptive "mood."

The corporation will provide for the manufacturers "trained talent at the point of sale." Also, for manufacturers who wish it, will be provided training of retail people for "follow-through contests." Instruction in finance plans is a part of the program, and cooperation with local FHA people and bankers will be sought.

The *minimum* cost for each manufacturer for the five months' test period of the first caravan, which will cover the Atlantic Coast between Florida and New York, will be about \$11,000. This includes a registration fee of \$500 for organizing costs; \$4,000 for a motorized display unit or sales coach; \$1,500 for equipping the unit for product display (not including, of course, the cost of the products themselves); salary of uniformed driver attendant; share of general fleet manager's salary; unit operating cost (4,000 miles at 20 cents a mile, or \$800), and share of the corporate expense.

SALES MANAGEMENT

FOR ADVERTISING

In Answer to Question No. 3:

"In connection with your business or profession how often have you investigated, purchased, or recommended the purchase of products or services as a result of advertising in FORTUNE?"

455 or 8% checked "Frequently"
2,188 or 38% checked "Occasionally" } 46%
2,668 or 47% checked "Never"
389 or 7% did not answer

These results corroborate the judgment of those many successful "advertisers to executives", in varied fields, whose striking advertisements add so materially to FORTUNE's unique advertising vitality. These experienced advertisers know that an "occasional" big order from a single potent FORTUNE reader can readily pay the entire cost of a FORTUNE campaign.



In Answer to Question No. 4:

"How often would you say that you have bought merchandise or services of a personal or domestic sort after seeing them advertised in FORTUNE?"

532 or 9% checked "Frequently"
3,449 or 61% checked "Occasionally" } 70%
1,523 or 27% checked "Never"
196 or 3% did not answer

Mindful of the sophisticate's unwillingness to admit that advertising *ever* sells *him*, FORTUNE does not think it is necessary to gild the lily.



» » » THE NET OF IT « « «

- 1 » 89% admit they ordinarily thumb through both FORTUNE's advertising and editorial pages before reading its stories.
- 2 » 76% admit that they are "Frequently" or "Always" interested in the advertisements in FORTUNE.
- 3 » 46% admit they have "Frequently" or "Occasionally" purchased, investigated, or recommended business products or services as a result of advertising in FORTUNE.
- 4 » 70% admit that they have "Frequently" or "Occasionally" made personal purchases as a result of advertising in FORTUNE.

POINTS IN CONCLUSION

Whatever cynical things FORTUNE readers might have said about advertising many a FORTUNE advertiser would still have his own ideas about what FORTUNE readers actually *do* when confronted with a beautiful and believable advertisement of product or service they want. (See recent folder, "1630 Dimes", full of typical "results" stories of 1934 FORTUNE advertisers.)

The *news* is that an overwhelming majority of subscribers cheerfully confess to a liking for and a responsiveness to FORTUNE's advertising.

The Advertising Questionnaire gave 10,000 subscribers a rare chance to take a pot shot at advertising, yet only a handful did so: 48 out of 5,700 tabulated complained about "too much advertising"; 18 out of 5,700 expressed distaste for advertising in general.

On the other hand, hundreds cheered and more than 3,000 took the trouble to mention particular campaigns or specific classifications of advertising in FORTUNE that most appealed to them.

It is significant that the buncombe-proof kind of people who read FORTUNE do not look on this kind of advertising merely as an entertaining side-show designed to coax money from the unwary. Rather, an overwhelming proportion of them confess to their own practical use of good advertising. They like it; they buy from it—and *its very volume appears to add substantially to its fascination and effectiveness.*

Fortune

THE BIG PARADE OF AMERICAN BUSINESS

Twelve Win Honors in A.M.A. Package Awards

Simplicity, high degree of utility and a "natural" use of color marked the winners of this year's awards for merit in packaging design made February 8 in New York by judges for the American Management Association. Particularly outstanding was the Hoffman Club Soda bottle entered by the Hoffman Beverage Company and designed by Thomas D'Addario. To it went the annual Wolf Award trophy—this year a silver combination cigar and cigarette box. To other winners in many classes were given certificates. These winners and honorable mentions in each class and a set of winners in a class called "Awards for distinctive merit in technical packaging development" will be displayed at the Association's fifth annual packaging exposition and clinic at the Palmer House, Chicago, March 5 to 8. The jury that made the awards for distinctive merit in packaging design consisted of: Paul Hollister, executive vice-president of R. H. Macy & Company; Prof. Ralph Alexander, School of Business, Columbia University; Miss Marion C. Taylor, merchandise editor of *Vogue*; Lucian Bernhard, artist; Miss Katherine Fisher, director of Good Housekeeping Institute; Miss Patricia Hayden, feature writer for the *New York American*; Frederick C. Kendall, editor of *Advertising & Selling*; Ray M. Schmitz, secretary of the carton and new products committee of the General Foods Corporation, and Richard F. Bach, director of industrial relations, Metropolitan Museum of Art.

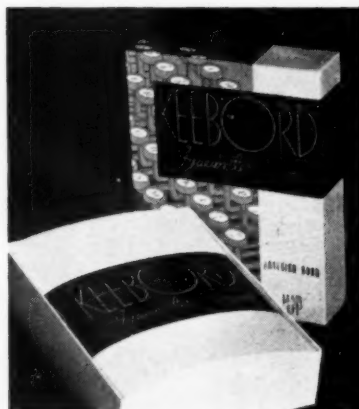


Wolf Award Winner: (Above) Hoffman Club Soda bottle, in the glass container class and used by Hoffman Beverage Company; Thomas D'Addario, designer.



Folding Carton Class: (Above) Spark plug box entered, used and designed by Montgomery Ward & Company.

Set-Up Box Class: (Below) Keenbord typewriter paper package; used by Whiting-Plover Paper Company; Verne Hobbs, designer.

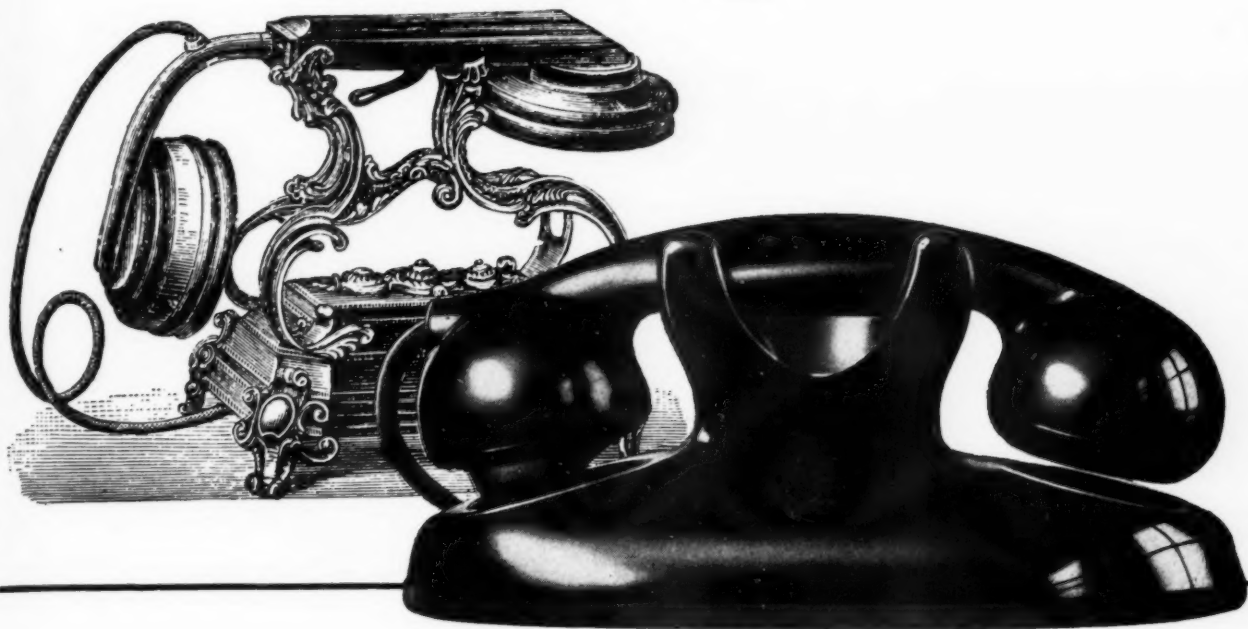


Family of Packages Class: (Left) Old Schenley rye whiskey packages; entered and used by Schenley Distributors, Inc.; George Sakier, designer.

Canister Class: (Right) Chevrolet armature canister, entered by Sefton National Fibre Can Company; used by Chevrolet Motor Company.



The judges did not make awards to the entries in two classes: Molded plastic containers; paper bags and envelopes. No photograph is shown here of the winner in the Tubes Class: Colgate's Rapid Shave cream, giant size tube, entered and used by Colgate-Palmolive-Peet Company; Simon de Vaulchier, designer.



FROM ORNATE *Rococo* AND METAL TO *Streamlines* AND BAKELITE MOLDED

HOW INCONGRUOUS to our modern eyes appears the "Louis XV Rococo" design of the European cradle type telephone of a decade or so ago. Inherent in it, however, was the basic idea of convenience now expressed in today's simple streamlined telephone formed of lustrous, durable, non-fading Bakelite Molded.

In the development of telephone instruments to their present attractive, convenient and efficient form many materials have been tried and found wanting. Wood, metal, hard rubber, and others have been used, but it was

not until the discovery of Bakelite Molded that a satisfactory material was obtained and the modern telephone instrument produced.

Not only in telephones, but in appliances and devices of every kind, Bakelite Molded is being used to simplify production, improve appearance, and increase sales. This material is strong, hard, lustrous, and possesses high electrical insulation value. It is resistant to heat, cold, moisture, oils and to most solvents. It is readily formed in a mold to any desired shape, and requires no subsequent machin-

ing or finishing. It is ideally adapted to modern product design.

We would be glad to cooperate with you in determining how and where Bakelite Molded could be used to advantage in your own product. We also invite you to write for a copy of our illustrated 48-page Booklet 26M, "Bakelite Molded", which will be mailed on receipt of your request.

★

The modern instrument illustrated is the MASTERPHONE, with both stand and handset of Bakelite Molded. A product of Kellogg Switchboard & Supply Co., Chicago, Ill.

BAKELITE CORPORATION, 247 Park Avenue, New York, N. Y. . . . 43 East Ohio Street, Chicago, Ill.
BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

BAKELITE

REGISTERED B PAT. OFF.
"The registered trade marks above shown distinguish materials manufactured by Bakelite Corporation. Under the capital 'B' is the numerical sign for infinity, or unlimited quantity. It symbolizes the infinite number of present and future uses of Bakelite Corporation's products."

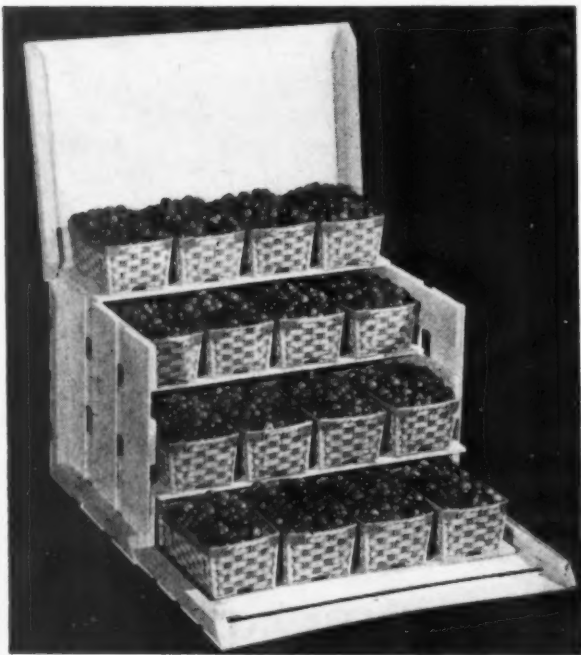
THE MATERIAL OF A THOUSAND USES

FEBRUARY 15, 1935

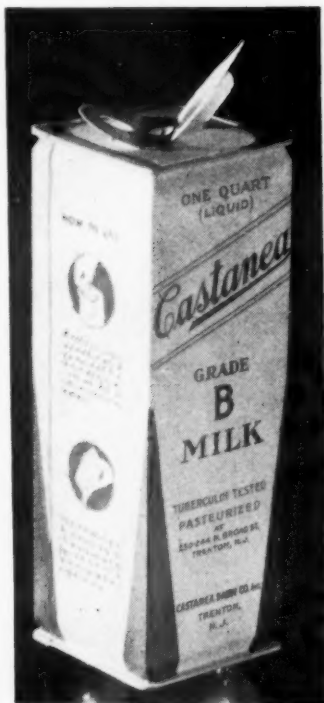
[217]

Macy's Fine Wines & Liquors ★ New York's favorite source for the best from more than 32 nations ★ Macy's veteran export taster selects them ★ Macy's famous Bureau of Standards tests them ★ Rare Wines of all description: Burgundies, Bordeaux, Crusted Port, Madeiras Wines of Anjou, Chianti, Sherries, Vermouths, Tokays, Wines of Alsace and Switzerland ★ The Great Champagnes ★ Macy's sold smart New York its "best cellar" for 35 years before Prohibition and received the first license granted after Repeal ★ Trust the seller and you will trust your cellar ★ Among all the great labels, you'll find Macy's registered Brands of exceptional quality at low cash prices; particularly Marceau Wines, Cognacs, Cordials, Specially imported from France, York House Port, Sherries, Whiskies, Gins, from England ★ Famous Mortlach from Scotland ★ Astor Wines and Liqueurs from Italy ★ Macy's Red Star Wines and Liqueurs from America ★ All told over 1000 items ★ Macy's collection of Whiskies, Gins, Rums, and Liqueurs is famous East Side West Side all around the town ★ It's smart to be thrifty ★ Macy's Fine Wines and Liquors ★ 7th Avenue on Macy's Arcade ★

Miscellaneous Class: (Above) Gift wrapping for bottle of Macy's wine; entered and used by R. H. Macy & Company.



Wood Container Class: (Above) Fancy fruit and vegetable display crate. Entered, used and designed by General Box Company, Inc. It is a container of high utility value that can serve as a shipping box which unfolds into a store display—and folds up again if its perishable contents must go into the cold room overnight.



Packages Displaying Merchandising Ingenuity, Regardless of Adaptation of Art Class: (Above) Canco fibre milk container; entered and designed by American Can Company; used by Castanea Dairy Company, Inc.

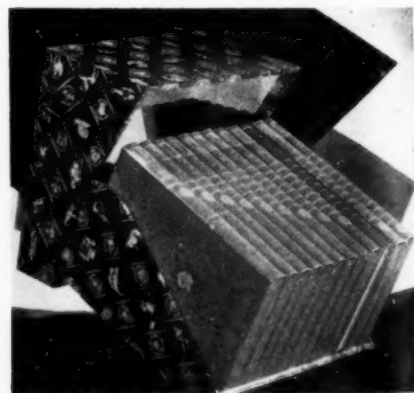
Shipping Containers Class: (Below) Four-piece quick removable tierce head with curled bilge hoops; entered and used by The Procter & Gamble Company; T. S. Eagen, designer.



Visible Display Package Class: (Above) Adams Chewing Gum package; used by American Chicle Company; Clarence Cole, designer.



Metal Container Class: (Above) Commander motor oil can. Entered, used and designed by Montgomery Ward & Company.



Display Containers Class: (Above) Encyclopaedia Britannica, Jr., container; used by Encyclopaedia Britannica, Inc.; Arthur S. Allen, designer.

DESIGNING TO SELL



...and it's a *man's-sized* job for us all

THERE'S a sign like this on every store window in the country—for the manufacturer who's smart enough to know it's there.

What does it mean? Just this:

"You can't sell any more than we retailers manage to sell for you. Don't just sell *to* us — *help us sell our customers*. The better job you do, the more money both of us will make."

Your biggest need — your biggest opportunity — are in the field of retail merchandising. Has it occurred to you that the American Can Company should be in a position to help? Indeed, what more logical source of information about marketing packaged goods, than a

company with such wide experience in building successful packages and displays?

The modern package — the modern point-of-sale display — are more than so much fibre or metal. They are *selling tools* — to speed the flow of goods where retailer and consumer meet. To build them successfully we have had to study marketing. We have had to know what goes on in retail stores, and in consumers' minds.

You have a marketing problem? — or believe your product could move faster than it is doing at the present time? Drop a line to the Sales Promotion Department of the American Can Company, 230 Park Avenue, New York City—possibly we can help. Whether or not your problem concerns packaging and display, we should be glad to talk it over with you and contribute what we can.

Why does American Can Company concern itself with problems of retail merchandising?

Our reasons are the same as yours. *We* cannot sell more packages than you sell for us—you cannot sell more than the consumer buys. The consumer is our common goal.

**AMERICAN
CAN COMPANY**

Radio Fade-ins

BY PETER PERCH

SM's readers have asked for a corner where they can discuss broadcast advertising and merchandising frankly and without bias. Here it is.

Admit that broadcast advertising is a marvelous medium. Give it credit for accomplishing, in its fifteen years of existence (eleven years under the sponsored program idea) more than any other medium has done in a like period. Grant that there are products in the market today that owe almost their entire success to radio. But note, also, the thousands of nationally advertised products whose consumer acceptance dates back to the newspaper, magazine, and other media. In other words, do not let radio enthusiasm carry you off your marketing feet. There are things that radio can do—astonishing things. But there are things that radio cannot do—important things.

Keen-thinking radio executives are the first to admit this. They welcome the application to this new medium of the same severe old marketing yardstick which has in its time kept newspapers, magazines and outdoor advertising from offering a panacea for all advertising ailments.

Eye versus Ear

One would gather from recent magazine and newspaper articles and from broadcasting promotional matter, that the "eye and the ear" appeal controversy will rage until the man who plans advertising campaigns is either totally blind or totally deaf. If you are in danger of losing either one of these faculties, keep this in mind: The radio still uses the newspaper and the magazine to build up a listener audience for a new sponsored program (high spot, Campbell's Soups using last Fall a full page in color, *Saturday Evening Post*, to announce Hollywood Hotel, a radio program, opening October 5 on the entire CBS network.) And magazines are using the radio to increase circulation—*Liberty*, for instance, and *True Story*, whose radio program went on the air January 7, 1934, and whose circulation, during the past six months, is said to have increased rapidly.

Billing Up

NBC's January time sales of \$2,890,910 broke all monthly records in their history and were up 21% from last year. CBS had a volume of \$1,751,211, an increase of 24.6% and the month's business was topped only by October of last year.

Aireas

It is not a misprint. NBC issued this week an elaborate study, "NBC Network Aireas," based on a study of 1½ million letters and a scientific measurement of field strength. The network spent \$250,000 and almost two years in making this audit of potential circulation, an audit that combines numbers and geography, to produce, "how many can listen and where."

Field measurements were made first to determine the most intensively covered zones and to set up standards for rating the mail response per county. From these two factors, a method of plotting the aireas of reachable audience was established. Colored maps break the counties of the

country down into three groups: Airea 1, representing 100% potential (of all radio homes); Airea 2, representing 50% to 99%, and Airea 3, representing 5% to 49% potential circulation. The study was based upon an analysis of 1,500,000 letters addressed to individual stations on the NBC networks during the period February 1933 to June 1934. The study is non-competitive in nature, and is a welcome contribution to more scientific evaluation of potential radio circulation.



Eighteen crews of NBC engineers trekked 232,218 miles making 21,360 measurements of the signal strength of all stations affiliated with their networks.

Blanketing the Dial

When a manufacturer wants complete newspaper coverage in a city, he selects more than one newspaper (often he selects several). Yet the same manufacturers will select one broadcasting station for complete radio coverage despite the fact that in a city of any size competing stations must cut down his coverage. Not so with Schaefer, Sunday night, February 3. If you were fishing across the dial of New York's stations at 10:30 that evening, you found eight stations telling you that "Our hand has never lost its skill." They were WEAf, WABC, WJZ, WOR, WHN, WNEW, WMCA, WINS and all of them carried the Schaefer Benefit Program. In this day of doing big things, will this set a mark for other clever sponsors—and will the good old listening public object to having a program literally forced upon them?

Present and Awake

NBC announces a 1934 increase of 36.7% in daytime program revenue over 1933 and refers to a nation-wide survey made in the Spring of 1934 by the Market Research Corporation to show the possibilities of the daytime hours. According to the survey, the number of radio homes in the U. S. with people in them who were "present and awake" were 90.1% of the entire 17,050,000 radio homes between the hours of 11 and 12 A.M.; 88.6% between

12 and 2 P.M.; 77.8% between 2 and 4 P.M.; 80.6% between 4 and 6 P.M.; 87.9% between 6 and 10 P.M. (seven consecutive days' survey). Unfortunately that the survey did not divide the "present and awake" into those listening to the radio and those reading magazines and newspapers.

Be that as it may, vendors of products who cannot find attractive spots on the crowded evening schedule and who want to reach the housewife when her program choice is not influenced by friend husband or the young folks should be interested.

Circulation Battles

The Clark-Hooper survey (reported in SM last issue, page 164) has all the boys arguing. Radio men claim that the cost figures are really a boost for air advertising; that the average cost of \$16.62 per 1,000 listeners able to identify the sponsor is much less than the cost of getting magazine readers, as per the Gallup studies. They say that the method of making the telephone calls—waiting for two minutes after the opening of a program and continuing until two minutes before the close—is unfair to radio because some advertisers wait until the closing minutes to deliver the strong ballyhoo.

Delco's Tie-Up

Well planned and executed merchandising tie-ups have increased results for many an advertising campaign—newspaper, magazine or radio. Delco Appliance Corporation (GM subsidiary, Delco-Heat Conditionair) which is now sponsoring CBS's "Fascinating Facts," a sustaining program, with an average audience mail of over 1,000 letters weekly, is using the following merchandising features: Each person submitting a fascinating fact for the \$25 prize award is asked to state whether he or she owns a home. Delco-Heat dealers are being given the names to follow up. A booklet of fascinating facts is offered over the air—which booklet contains pictures of a featured artist, fascinating facts which have won prizes, and, of course, fascinating facts about Delco-Heat equipment. Distributors are furnished posters of "America's Little House" where the broadcast originates. The posters call attention to the broadcast and to the fact that Delco-Heat equipment was selected for installation in the Little House. (America's Little House, the model average income home built by CBS and the New York Committee for Better Homes in America, is located on Park Avenue.)

Beech Nut's publicity agents sent out word that Amelia Earhart would go on the air for them in March with the "first" story of her Hawaiian flight, but hardly were the notices out than Will Rogers got her before the mike on his February 3rd broadcast. But the fair lady played fair with her sponsor, and told as little as she could get by with.

It is the hope of this department that readers of SM will do their bit to mould the future of this strapping young prodigy of the advertising field and use this column for their criticisms and opinions. Address: Peter Perch, SALES MANAGEMENT, 420 Lexington Avenue, New York.

The Bright Spot on the Tax Map

In this blessed Union of ours, where the tax-eaters are all scrambling for more and still more taxes from the people who elect them, there is one bright spot, and that is NEBRASKA.

The state of Nebraska has no bonded indebtedness. It is forbidden by the constitution.

Nebbraska has no income tax or general sales tax, and has one of the lowest per capita taxes of any state in the Union. And at the last election, both parties pledged in their state platform that they would levy no new taxes of any kind.

Do you know of any other state as fortunate in those respects?

HOW WAS IT DONE?

By eternal vigilance, and the earnest and hearty cooperation of the Omaha World-Herald with taxpayers' leagues all over the state, to see that the politicians did not and could not gouge the taxpayers for extravagance and waste.

WHAT'S THE RESULT?

The per capita wealth of Nebraskans today is the sixth highest in America (\$4,004). And the federal government says Nebraska is almost at the head of the states in the low percentage of her population on relief.

In other words, the people of Nebraska don't pay out a large part of their substance for taxes, and they have everything their neighboring states have, and much more to spend.

AND IN OMAHA, NEBRASKA—

with 54,600 families (government census) the World-Herald has 52,500 paid circulation, a 96% coverage, and a total circulation of 126,000, with a rate of 25c a line.

Do you know of any better place for a manufacturer to advertise his product these days?—where the tax-eater actually has to let the people spend their money for what they want?—and where the people have the money to spend?—and where with one newspaper you can cover their largest city like a blanket, with 75,000 to boot outside that city?

The Omaha World-Herald

The largest newspaper in Nebraska
in size, circulation and advertising.

O'MARA & ORMSBEE, National Representatives

The Automobile Expansion—and What It Means to the Country

BY JULES BACKMAN and A. L. JACKSON

Editors of Economics Statistics, Inc., New York

RECENTLY we have been rating the Cleveland Federal Reserve district as the best sales outlet of all territories in the United States, that is, we feel that the Cleveland district affords the greatest opportunity for expansion of sales of all kinds. The principal reason for this opinion is the sharp improvement that has taken place in automobile production and the broad effect which the automobile industry has upon various other industries at all times. A more detailed analysis of this situation is therefore warranted.

Automobile production reached its 1934 peak in April. From that time, through to the close of November, production declined each month—our seasonally adjusted index falling from 82.5% of the 1926 average to 28.0% in November. Production schedules on the 1935 models got under way earlier this year than in previous ones, and, as a result, there was a sharp expansion in December, our seasonally adjusted index rising to 78.0%. Production was further increased during January, and, according to preliminary figures, the February level will be considerably above that of January. January, 1929, is the only period on record in which the rate of production has exceeded the rate established this year.

Registrations of automobiles have lagged behind production schedules to some extent since the end of November. During December our adjusted index declined to 57% of the 1926 average, as compared with 64.6% in November. This trend was reversed in January, however, and registrations increased sharply—our adjusted index rising to 68%, which is only about one point below the peak of 1934. Dealers' stocks are now increasing, but it should be noted that dealers' stocks declined during the last four months of 1934, so that at the close of the year they amounted to only 57.3% of normal. Based upon the current relationship between production and registrations, dealers will be normally stocked by the close of February, and from that period on production should not increase so much as is seasonally

normal. Based upon the experience of the past fifteen years, production should continue to expand until the early part of May. However, this year the peak will be reached at an earlier date, and production will gradually taper off.

The Industries Affected

The automobile industry in 1934 consumed approximately 80% of all rubber used in the United States; 70% of the plate glass; 23% of all the iron and steel products; 9% of all lumber; 19% of all refined copper; 39% of all lead; 23% of all aluminum, and 28% of all nickel. Naturally all of these industries, wherever located, have been stimulated to some extent as a result of the increased activity in the automobile industry. The rubber and plate glass industries are centered principally within the Cleveland district. The same is true of a large portion of the iron and steel industry. Thus, practically the entire benefit received from the expansion of the rubber and plate glass industries would come directly to the Cleveland district. As regards the iron and steel industry, it should be noted that, while the average for the nation as a whole is now approximately 53% of capacity, operations in the Cleveland district are at about 78% of capacity.

A few more pertinent statistics regarding the above-mentioned industries will indicate the extent to which each has expanded and the effect that this expansion has had upon the purchasing power of the district. Employment by manufacturers producing rubber goods other than rubber tires and tubes—which portion of the industry is more widely distributed in other sections of the nation—has declined quite sharply since the early part of 1934, and in December amounted to 52.8% of the 1923-25 average, as compared with 65.6% a year ago. On the other hand, employment in the manufacture of tires and tubes averaged 75.2% during 1934 as compared with 64.4% in 1933, and in December was 71.0% as compared with 71.8% a year ago.

Whereas employment a year ago was declining, employment at the present time is increasing.

Operations of automobile parts and accessory plants of the Cleveland district were running about 40% higher during January than a year ago. Of course, it must be remembered that last year this industry encountered considerable difficulty due to the tool and die makers' strike. In December there was an increase of approximately 10% in employment as compared with November, and 22% as compared with December, 1933. Inventories of these products are reported to be smaller, and thus employment will continue to be sustained and may be increased further, to meet the demand of the automobile industry.

Glass factory operations have also shown a much greater than seasonal rise. This has been due principally to the high rate of production of safety glass, which is now becoming standard equipment on most automobiles. Output of other glass products showed little improvement. Employment in the making of machine tools in the Cleveland district during 1934 averaged 50% higher than in 1933, and is still improving.

Cleveland Sales Jump

The expansion in automobile production and in the accessory industries discussed above has led to a corresponding improvement in other industries. According to the Cleveland Federal Reserve district report, textile mills during January operated at practically capacity levels. Advance orders on hand were also reported to be large. Despite this high rate of activity, inventories of both unmanufactured and finished goods in the clothing and textile industry are at a favorable level and declining. Paper, shoes and all the smaller manufacturing industries have shared to some extent in the general industrial expansion which has taken place. Thus, a good market has been created for the sale of raw materials and producers' goods.

Already this improvement in purchasing power has been reflected in retail sales. During the first two weeks of January, sales in the Cleveland district were reported to be slightly more than twice what they were a year ago. Undoubtedly a part of this increase resulted from the anticipation of the general sales tax which became effective January 27. It would be natural, therefore, for sales to fall off by a small amount in the early part of February, but this contraction should be temporary only and the district should continue to be the best sales territory in the country.

FIRST
IN Pittsburgh
Third in the World
IN 1934 ADVERTISING VOLUME
Authority: Media Records

An Instance

During 1934, 94,724 requests for information bulletins and answers to questions, (88,813 bulletins — 5,911 letters), were received by The Pittsburgh Press Washington Bureau of Information. Cost of bulletins ranges from 5c for a single bulletin to 2½c each in quantities of 100 or more.

FIRST
 In Pittsburgh In
 Advertising Volume
 for 27
Consecutive
Years

The Pittsburgh Press

A Scripps • Howard Newspaper

NATIONAL ADVERTISING
 DEPARTMENT OF
 SCRIPPS-HOWARD
 NEWSPAPERS
 230 PARK AVENUE, N. Y. C.



MEMBER OF THE UNITED PRESS
 AUDIT BUREAU OF CIRCULATIONS
 METROPOLITAN SUNDAY
 NEWSPAPERS and of
 MEDIA RECORDS, INC.

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS • DETROIT • PHILADELPHIA • ATLANTA

Eye vs. Ear in Advertising: What Do You Think this Test Proves?

(Continued from page 198)

Supplemental, small card:

Physicians Say: "Keep Fit"—
EAT FRESH FRUITS for
—Body-Building Vitamins
—Minerals for Teeth and Bones
—For Child Growth
Between Meals, with Meals
At All Times—NOW
BUY FRESH FRUITS HERE
Nothing Better for You on Fair
Grounds

Strong artificial, indirect illumination kept the poster display and counter evenly illuminated at all times. Key phrases of the poster stood out and the designer made excellent use of white space, colors, strong and legible lettering, and attention-getting technique. The result was a good, standard, poster display.

Here then was a painstaking advertising set-up, in which some of the best brains of the commercial radio and poster worlds had cooperated to provide representative advertisements.

Curtains were used to expose or conceal the poster display as desired. Radio equipment was concealed behind the shelving. By manipulation of the curtain and operation of the radio in proper sequence, it was possible to provide:

Six Test Variations

1. *A Poster Advertising Situation*, with curtains open and radio turned off.
2. *A Radio Advertising Situation*, with curtains concealing the poster display and the radio turned on.
3. *A Poster-Radio Situation*, with curtains open and radio on.
4. *A Non-Advertising Situation* with curtains closed and radio off.

Two further additions to the advertising series were included:

5. *Poster and Sales Talk*, where the curtains were left open and the attendant forsook his usual, neutral role of mere attendant and exerted himself as an aggressive, personal demonstrator and salesman.

6. *Sales Talk Alone*, in which the curtains were closed and only the personal demonstrator was at work. In both of these last two situations radio was turned off.

Hours for each type of advertising were rotated from day to day to offset differences of hunger drive and cancel out advantages which one period of the day might have over another. Volume of radio presentation was controlled so that the radio

message could be heard as far as the poster could be seen.

The reader has noticed from our advertising copy that while main emphasis was placed on the dietary values of fresh fruits, at the same time they were offered for sale. The situation was in every way a demonstration rather than a selling situation. People were not accustomed to buying commodities in a State University exhibit building given over entirely to educational displays. It is not surprising, therefore, that sales were practically nil under all advertising situations.

Analysis of the above table indicates that the display without any accompanying advertising was stopping 199 persons out of each 1,000; with poster advertising, 254 out of each 1,000; radio advertising, 321 out of each 1,000; poster-radio simultaneously 334, per 1,000.

Ears Win Over Eyes

We see that poster advertising stopped 55 per 1,000 more than no advertising at all. Radio stopped 122 per 1,000 more than no advertising at all. Poster-radio combined stopped 135 more than no advertising at all.

It seems reasonable to attribute the increased responses with advertising to the specific forms of advertising used. On this basis it is to be noted that radio stopped over 2 to 1 more than poster advertising. Poster-radio simultaneously stopped about 2½ times the number that poster stopped alone and somewhat more than radio.

A word should be said at this point concerning the two situations in which sales talk or social stimulation was used, though our main problem is that of poster vs. radio advertising. Poster and sales talk really represented a further test of the combined visual-auditory modes, since the voice presentation was continued—this time by the attendant, himself, rather than by radio. Sales talk alone represented a continuation of voice advertising, with poster dropped out by closing the curtains.

Results were as follows:

Poster and Sales Talk: percentage of persons stopped, 36.5%.

Sales Talk Alone: percentage of persons stopped, 40.0%.

One question immediately arises: How did it happen that removal of poster stimulation in the last situation

did not cut down the response? It is possible that the salesman, feeling entirely on his own, may unconsciously have exerted himself more and so have obtained better results. On the other hand, it may be that this indicates some dominance of ear over eye appeals.

At least, these two last tests in the series seem to provide some proof of what has long been observed, namely, that direct, man-to-man contact is the one best way to sell.

It is obviously dangerous to generalize from a single field study of this type. It is the writer's personal conviction from about 15 years of observation, teaching, and practice that each advertising medium has its place and its advantages and that all should be used together in any comprehensive advertising campaign. On the basis of this particular study, however, three main facts seem to stand out:

Divide the Ad Eggs

1. Advertising in any one of the five forms used stopped more people than no advertising at all.

2. Radio alone brought significantly larger response than did poster advertising alone.

3. Poster-radio simultaneously, the eye and ear appeal combined, was more effective than poster or radio alone.

The first point is merely an experimental verification of psychological laws of stimulus and response.

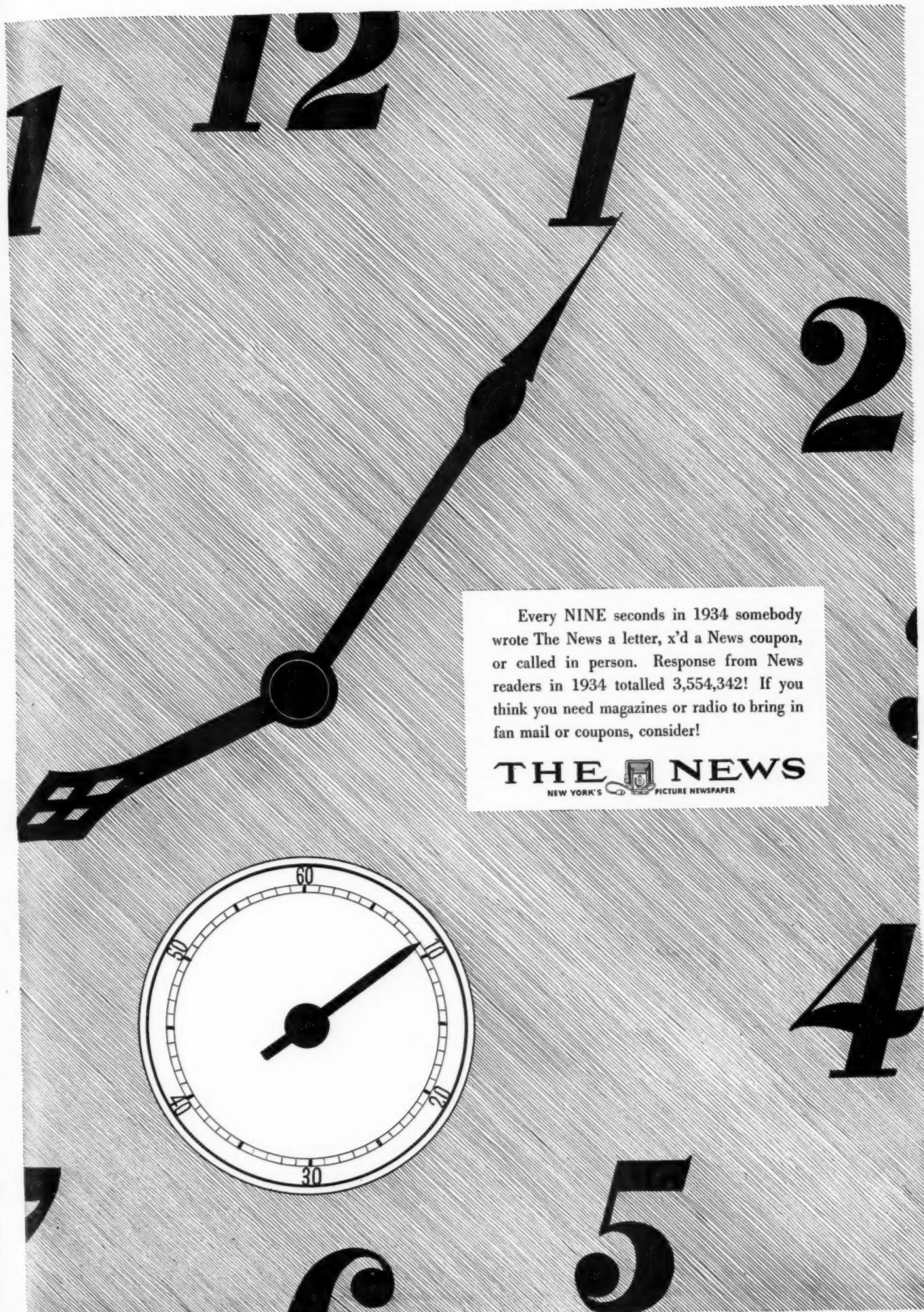
The second and third points seem important in view of the growth of radio advertising and the impending arrival of television.

The superior effectiveness of combined, simultaneous stimulation of two or more sense organs has long been known in psychology. With facilitation, reinforcement of response results. Summation effects are readily observed. "Reaction time," for instance, is appreciably reduced in the laboratory when the subject is given eye and ear stimulation simultaneously. Response is more pronounced.

Why should this not be so in advertising? The only extra step involved lies in applying laboratory findings to the life situation. Our present study seems to have made the application and verified laboratory findings.

What can the advertiser do about all this? At least, he may ponder the question: Shall I put all my advertising eggs in one single basket? Will it pay me best to direct my appeal either to the eye or to the ear alone?

Our Indianapolis experiment in the life situation seems to indicate an answer in the negative.



Every NINE seconds in 1934 somebody wrote The News a letter, x'd a News coupon, or called in person. Response from News readers in 1934 totalled 3,554,342! If you think you need magazines or radio to bring in fan mail or coupons, consider!

THE NEWS
NEW YORK'S  PICTURE NEWSPAPER

Here's another one of those articles that came into the Sales Management office with a letter attached saying, "Of course, you won't want to print this." However, Mr. Anonymous, we do. We think righteous indignation makes good reading.

This Advertiser Claims Reps Un-sold Him on Newspaper Advertising

(The editors have a certain amount of sympathy with this sales executive. They know him personally, and they know that the facts in the case are pretty much as stated. However, we also know pretty well in advance just what a trained newspaper promotion or sales executive will say when he reads the article—he'll say the advertiser seemed content to do a lazy job and was neglectful in not consulting his distributors about their local newspaper preferences before the schedule was made up. Here and now, therefore, we extend an invitation to Messrs. McGivena, McGehee, Byrnes, Howard, Turner, Hobson and others of their profession to come through with a reply we can put in our anonymous contributor's hands. He may be—surely will be—a newspaper prospect again some time, even though he thinks otherwise at the moment. And a few timely tips from the newspaper men themselves might help him to get off on a better foot next time.—THE EDITORS.)

FOR obvious reasons the name of the writer of this article must not appear, but the facts contained in the article are absolutely true and should be of great interest to newspaper publishers collectively and individually. Possibly in these facts lies the answer to the question which undoubtedly every newspaper publisher has asked his advertising manager—"How can we increase our sale of advertising space?"

We are national advertisers—have been for years—and practically all of our advertising has appeared in magazines. Some time ago our agency, a well known one, came to us with logical reasons why we should run a campaign in newspapers in the leading centers of population throughout the country. The agency submitted a list of papers to be used and we adopted the recommendation. Our salesmen were fully informed as to our plans and equipped with the necessary portfolios, etc., to enable them to present

our merchandise and our newspaper advertising in terms of one another and in a promotional way.

Prior to the announcement of this campaign very few newspapers had called upon us, but the moment the announcement appeared a steady parade of newspaper space salesmen started to our office. We have no fault to find with this—unless it be a technical one to the effect that most of the newspapers were not aware of our existence as advertisers until some other newspaper in the town got the account.

In their solicitations the various newspaper representatives, in practically every case, were much more concerned with running down the newspaper that was carrying our advertising than in selling their own, but this too is a technical comment.

What did rile us was the fact that in a short time we started to get letters from our most important accounts in various key centers suggesting that we advertise in such and such a paper other than the one in which we were scheduled. Though we explained that we depended upon our agency to select media, feeling that they knew more about it than we did, a germ of discontent had been placed in the minds of these customers. When our salesman called and showed his schedule of advertising, in the paper our nationally known agency thought best, our customer was perfectly satisfied and happy, but competitive papers, in order to have our customer sell their bill of goods to us, had stirred up dissatisfaction which nothing we could do or say thereafter could totally eliminate.

Furthermore, a number of these papers asked our customers to suggest that we use their columns in addition to the columns of the paper already

chosen, which, in a national campaign, obviously would have meant a terrific increase in advertising appropriation. In one case we even received a several hundred word telegram from a certain labor union advising us that the paper we were using in a certain city was editorially unfavorable to the union and that unless we stopped using that paper our product would be boycotted.

Careful investigation revealed beyond any doubt that this telegram had been instigated by another newspaper in that city.

Then the newspapers in the small towns surrounding the key centers in which we were advertising got busy and went to our customers in those towns asking them to intercede with us to use their columns. It is interesting to note that in most of the cases of this type investigated by us, the big city paper had a substantially larger circulation in the small outlying town than the small town paper itself had. But despite this fact, here again the seed of discontent had been sown in the minds of our customers by the local papers.

We went through with our schedule as planned but the next season saw us back in magazines stronger than ever, and magazines have carried our advertising—all of it—ever since.

The magazines, too, are hot-foot after business, but they do their own selling. They don't get our customers to do it for them, and while they tell us what their good points are and what their competitors' weak points are, they do so in a gentlemanly, ethical manner.

If I were an executive of a newspaper publishers association (whatever its title might be) I would most assuredly want to give careful thought to the condition mentioned in this article. It would help me greatly in my present industry if, providing a similarly detrimental condition existed, it could be called to my attention.

I have hesitated for some time about writing this article, and have done so only with the thought that it will be helpful to the big and important industry that it concerns.

Grocery Market Survey Correction

Through an error Rutland, Vermont, was omitted from the cities picked by leading food product advertisers and advertising agencies handling food products in the January 15 survey headed, "What Are the Most Responsive Markets for Food Products?"

Rutland should have been listed as being in a tie for ninth place in the New England section, and as being tied for sixth place among all cities under 50,000 population.

1. New York News
2. Chicago Tribune
3. New York Times
4. Boston Herald
5. Wilkes-Barre Record
6. New Orleans Times-Picayune
7. Los Angeles Times
8. Chicago Herald Examiner
9. New York Herald-Tribune
10. Omaha World-Herald
11. Rochester Democrat and Chronicle

12. MEMPHIS COMMERCIAL APPEAL

13. Philadelphia Inquirer
14. Camden Post
15. Philadelphia Record
16. Boston Globe
17. Los Angeles Examiner
18. Cleveland Plain-Dealer
19. New York American
20. San Francisco Examiner
21. Trenton State Gazette
22. Reading Times
23. St. Louis Globe-Democrat
24. Salt Lake City Tribune
25. Pittsburgh Post-Gazette

Outstanding **RECOGNITION** of **MEMPHIS** *"The South's First Market"*

All year long the Commercial Appeal has pointed to Memphis as the South's first market. Has cited Babson and Federal Reserve Bank figures to show that Memphis was the nation's bright spot. Media Records for 1934 add the final voice of authority.

A newspaper in the city 35th in population throughout the United States, forges forward as 12th in total advertising linage among all the morning dailies of the nation.

Bear in mind that this showing was made without the support of the great volume of liquor linage that has contributed substantially to the gains of dailies in "wet" states.

Recognition of the market—the South's largest in trading area population, over 2,000,000 consumers—is accented in these figures, because linage was exceeded by only one other Southern daily and that in a city with twice the population of Memphis.

The South's first market, Memphis, has the best outlook of any city in the nation for 1935, says Babson. National advertisers interested in volume recovery and in a most responsive community of buyers for new products and merchandising campaigns, will be glad they put Memphis at the top of their schedules.

And there is only one way to cover this big, inviting market most economically. That's the Commercial Appeal, largest daily circulation South. A merchandising cooperation of broad calibre. Ask a Branham office or write direct to Memphis.

JAMES HAMMOND,
Publisher

THE COMMERCIAL APPEAL

NATIONAL REPRESENTATIVE: THE BRANHAM CO.
New York Chicago Dallas Detroit Atlanta St. Louis
Kansas City San Francisco Los Angeles

LARGEST DAILY CIRCULATION SOUTH

FEBRUARY 15, 1935

[227]

Do You Sell with Visual Equipment?

This is the fifth of a series of subjects studied by the Sales Executives' Club of New York, under the direction of the Forum Committee headed by Walter Mann, of Walter Mann & Staff, and with the collaboration of the editors of SALES MANAGEMENT. These reports, which usually run from eight to sixteen pages of mimeographed details, are available to participating members of the club and to non-members free of charge in return for their collaboration. To non-participating members, they sell for \$3.50 each, to non-participating non-members, they sell for \$5 each. By special arrangement, SALES MANAGEMENT's Sales Executive readers are eligible for participation on a non-member basis by application to Walter Mann, c/o this magazine.

BY

WALTER MANN

Walter Mann & Staff, New York

Problem No. 5.—During the past five years there has been a definite trend toward the use of visual equipment in selling and sales training. Visual equipment, say its users and proponents, helps to crystallize vague sales data into remembered facts. It combines eye and ear attention getting as does no other sales medium. It minimizes misstatement and misrepresentation by bashful or diffident salesmen. The cost, say enthusiasts, usually compares favorably with the results gained. What has been your experience with this medium? Will you help us to get the real lowdown by answering the questions listed below?

VISUAL equipment in selling continues to hold the enthusiasm of its present users and enjoys a steadily increasing group of interested prospects.

A breakdown of those responding in Study No. 5 indicates that about 60% of them already have visual presentations of one kind or another. Whereas the remaining 40% do not use them, most of them are definitely interested in this medium. Some responders who did not use films themselves had heard of instances where they had been used to excellent advantage.

Question 1 asked: "What types of films or other visual equipment do you now have available or in active use?" Answers indicated a great predominance of users of slide film without the "talkie" feature. At some distance down the scale, talking slide film and silent movies are equally popular. Sound movies came last in number of mentions. Only one responder used more than one type of film.

The average length of consumer slide film shown was 19.4 minutes. Consumer films ranged in length from 10 minutes to 25 minutes. Dealer films were naturally longer, averaging 32.8 minutes and ranging from 26 to 45 minutes in length. Silent movies averaged about 28 minutes. For some unexplainable reason, sound movies were shorter still—20 minutes.

The number of duplicate films mentioned ran from 2 or 3 per responder for use by salesmen with consumers, to 50 duplicates used by branches for educating dealers.

A few of the leading concerns keep very close records on the number of showings, the average audience, and the total number of people to whom each film has been shown.

Total estimated audiences ran from 2 to 100 people per showing for single films shown to consumer audiences, as compared with audiences of from 50 to nearly 10,000 a year on the part of a manufacturer who gets his dealers together at his branches for educational purposes.

Question 2 asked: "How are these visual presentations used?" The most universal and enthusiastic use was for sales training; next, for dealer meetings; next, for consumer education; next for special sales drives. Following these, with nowhere near the same degree of use, were: Direct selling, conventions, expositions, etc.

Question 3: "What other means are used to accomplish these same purposes?" Mention was made of lithographed charts for visual presentation. Although such charts apparently cost less and have not yet shown that they are a paying investment, the responder has high hopes for them. Mention was also made of lectures in conjunction with films without talking apparatus. Films have been used in this connection for the making of more effective personal contacts. Lectures accompanied by printed sales manuals and sales meetings of all kinds without visual presentation equipment were also cited. Some, but not all, felt that sales talks without visual aids were equally effective and less costly.

Question 4: "How do you get your films distributed?" By far the largest number of repliers owned their own machines and distributed them them-

selves. A few rented machines. There were a limited number of machines being rented from Western Union, Pathé and the Y. M. C. A.'s were also listed as distribution mediums.

Answers to Question 5—"Who makes the showings of these films?"—indicated company salesmen as most popular, especially to consumers; while, to dealers, the sales manager in one concern makes the showings personally. One manufacturer's own branches were equipped to make dealer presentations. Kiwanis Clubs, Rotary Clubs, and similar semi-business organizations seemed to be the most popular places for these showings.

Question 6: "What supplementary media are used to get good attendance at showings?" The most popular were "invitations by mail"; "synopsis folders." "Announcements in newspapers," "in trade papers," and "invitations by phone call" also were frequently mentioned. "Salesmen's bulletins," "compulsory employees' meetings," "invitational employees' meetings" and "salesmen's word-of-mouth" likewise were listed as supplementary dealer media for the assurance of good attendance. One company has worked out an ingenious device for securing consumer attendance—paying various clubs 10 cents per head for audiences.

Question 7 supplied no data of value. One responder was interested in "a speedy, efficient, inexpensive method of local machine rental."

Under Question 8, the purpose for the use of films most frequently mentioned was for "group educational facilities." The next three were allied: "To give sales training courses," "for personal training"; and "to help company salesmen sell." The next five most popular were: "To line up prospects," "for consumer group selling," "for retail salesmen and clerks," "for jobber-distributor's salesmen," "for regional or local sales conventions." Also mentioned were: "For use by house-to-house salesmen"; "for use by demonstrators" "to relay your executive messages," "to coordinate retail sales efforts with national advertisers." Other spontaneously stated answers were "for the purpose of reiterating fundamentals to sales groups" and "to purvey general information to possible specific prospects."

WILL YOU JOIN THE SALES EXECUTIVES FORUM?

The series of semi-confidential studies of current problems in marketing, announced in our December 1st issue, and conducted by Walter Mann with the cooperation of the editors of SALES MANAGEMENT and the Sales Executives' Club of New York, brought a number of requests from executives in other parts of the country who expressed their wish to join in the Forum.

Our answer is, "the more the merrier."

Members of the Sales Executives' Club of New York receive twice a month a questionnaire which they fill out and send in to Walter Mann, who makes a tabulation and digest of the replies. It would be impractical to attempt a similar mailing to SALES MANAGEMENT's entire subscription list, but as an experiment we are printing below the questions in the current questionnaire and invite those of our readers who are interested to fill out the answers and mail them to Walter Mann, c/o SALES MANAGEMENT, 420 Lexington Avenue, New York.

Every subscriber who cooperates will receive a report which will give him the consensus on important subjects from hundreds of other sales executives. It is the town meeting idea applied to publishing, and will give our sub-

scribers the equivalent of sitting down twice a month in a convention hall with a picked list of brother sales executives.

What is the Real Lowdown on The Value of Sales Contests?

The subject of the first national Sales Executives' Forum is sales contests. Are they, as their more enthusiastic boosters claim, the answer to the sales manager's prayer for a source of additional sales volume that can be turned on and off like a faucet? Or, does a sales contest provide a false stimulation which in turn is followed by a slump that eats up most of a temporarily gained advantage? How long should a sales contest run? What kinds of prizes do you find to be most effective? What further stimulation should your sales force have during the follow-up?

Your answers to the questions asked below will give us all a better picture of the pluses and minuses possible through this method of sales stimulation. The interchange of information on sales contests should be definitely valuable to all sales executives.

1. Do you use Sales Contests? Yes No				5. How long do your Sales Contests usually run?.....			
If yes, with which of the following sales groups?—			 1 week	 1 month	
			 2 weeks	 2 months	
			 3 weeks	 3 months	
						Larger number months?	
(b) For which of the following purposes?				6. How often do you conduct them?..... number per year.			
I. for stimulating consumer sales				7. What kinds of prizes do you find most effective?			
II. for stimulating sales to dealers and jobbers...			 Honor Merchandise Misc. (Other)			
III. for increasing sales to bulk buyers.....			 Cash Travel			
For what other purposes?				8. Do you usually plan out a definite contest theme (such as the Hidden Gold Contest, etc.), or do you merely announce a certain set of prizes for a certain volume of sales and let it go at that?.....			
2. If you do not use Sales Contests, why not?.....				Theme Theme			
3. Can you hold the gains made by Sales Contests or are they followed by corresponding slumps				What is the most ingenious contest theme you have ever heard of? Give name and describe			
Can Hold Gains. Followed by Slumps. No Change.				9. How often should follow-up material be sent during the contest?			
(If followed by slumps, how do you combat them?)			 daily weekly monthly never			
Remarks				10. Have you ever used your Sales Contests to get free publicity?			
4. Do you use (or contemplate using) contests to promote any special objectives other than increased sales volume?.....				Yes. No.			
If yes, how?				If so, how?			
YOUR NAME				COMPANY			
				PRODUCT			

Name optional, but be sure to mention your product. Mail answers NOW to Walter Mann, care SALES MANAGEMENT, 420 Lexington Avenue, New York.

"So What?" Consumer Queries Cosmetic Makers about "Skin Deep"

(Continued from page 185)

formula, and then points out that despite millions of bottles having been sold in the past several years, the company has never had a single complaint that it dried or irritated the skin. And then he catches Miss Phillips up most neatly. On page 43 of her book she gives a formula for an inexpensive home-made product, and he points out that her formula calls for fifteen times as much glycerine as gum tragacanth—despite the fact that on other pages she tells readers to avoid glycerine as they would a plague. He ends his letter, as a good salesman should, by reselling me:

"From a sale of a few thousand bottles annually seven years ago, the Italian Balm business has grown to a production of fifteen million bottles a year sold in the United States, and the greatest advertising force we have today lies in the word of one woman to another regarding the value of Italian Balm to her skin. Certainly all of these women cannot be wrong. . . . We thank you for the opportunity of stating our position."

Mr. Oswalt, I declare you the winner of the bout—Phillips vs. Italian Balm.

Hinze Ambrosia

The ugly head of phenol raised itself again in Miss Phillips' book—it is contained in Ambrosia. J. E. Gabrielsen, sales manager, doesn't deny it in his two-page letter. Yes, of course it's true, and the exact percentage is eight-tenths of one per cent! He says that Miss Phillips failed to mention that alcohol and other ingredients in his preparation act as an antidote to phenol and further reduce its potency. He tells of a clinic which they impartially sponsored under the direction of a nationally known dermatologist, in which more than seven hundred skin cases were treated. The tests and case histories of this clinic are contained in a booklet accompanying his letter. They indicate that I was unduly scared by Miss Phillips' mention of carbolic acid.

He enclosed also an article from *Vanity Fair* which, though in light vein, gave me a good insight into some of the far-fetched and ambiguous statements offered by various writers in their attempt to dissuade the general public from the use of cosmetics; also a reply to "Skin Deep" made by some one not connected with the cosmetics industry.

An interesting letter, a convincing letter.

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Northam Warren Corporation

"R. R."—whoever he or she may be, says in substance in the first paragraph of his answer to my inquiry that they are "too proud to fight." The letter says, "We have made it a practice never to reply to attacks of this kind from irresponsible sources which attempt to build up business at the expense of legitimate manufacturers, and we do not care to depart from that policy now."

I don't find that particularly convincing. As a matter of fact, it definitely antagonizes me because the attempt is made to make me feel that I was a fool to have given a second's thought to the statements made in the book. The brief letter then goes on to say that "the most reassuring thing we can tell you about Cutex is that it is used by more women in every civilized country than all other manicuring preparations combined," etc.

My curiosity is intrigued, I'll admit. I very much want to know the name of the competitive product which apparently outsells Cutex in the uncivilized countries. The letter closes with a lame paragraph referring me to their advertisements appearing currently in women's magazines.

W. F. Young, Inc.

W. H. Wardwell, buyer of printing and advertising, tells me that he appreciates my courtesy in writing him so frankly. (I relayed the statements in the book about "quack cure-alls" which are advertised for aching muscles in the Winter, sunburn in the Summer, and sleeplessness between seasons, to say nothing of the ever-present Athlete's Foot.)

"It is true that every few years there is a wave of propaganda against packaged medicines. There are some fakes, and although they are in the great minority they do furnish material for propagandists, and good and bad suffer to some extent. Intelligent people, however, form their own opinions, based on judgment and experience and are not misled by false statements made by irresponsible people." (*Touche, Mr. Wardwell! But must you call me unintelligent to get your point over?*)

"The medical profession often is blamed for starting the propaganda, but, in our opinion, unjustly so. . . . We thank you for your letter and hope you will remain loyal to Absorbine, Jr., and other reliable products."

Two booklets were enclosed. The letter did not answer a single one of the pointed questions I asked. Perhaps the booklets did, but as Mr.

Wardwell did not indicate the page numbers, or put check marks in the booklets, I didn't bother to plow through them. And in not doing so I think that I reacted as a typical consumer.

E. Griffith Hughes, Inc.

I had experienced a feeling of nausea after reading what the book said about Kruschen Salts. I pinched myself to make sure that I was still alive. It seemed hardly possible, for I had taken the remedy not once but several times.

F. W. Clements, president, sent me a snappy three-paragraph letter. As a general rule, he said, letters of this type receive little or no consideration at all "as we absolutely refuse to be drawn into an empty discussion regarding what this or that person has to say; according to this or that authority. One would be kept busy answering that sort of thing from one day's end to another."

But there must have been something unusual about my letter, for he didn't stop there. In the next paragraph he stopped me by telling me that his parent company had been formed in England nearly 200 years ago—1756 to be exact—and that they had been doing a continuous, progressive business (as in the Northam Warren letter, "in every civilized country") and that during all those years Kruschen has been prescribed by literally thousands of physicians.

The age of his company and product was somewhat reassuring, but I would have been far more impressed if he had answered my questions.

Colgate-Palmolive-Peet Co.

Their letter is signed by G. F. Richmond of the "Research and Development Department." I like the idea. He says, "we in this department are held responsible for the quality of all raw materials used, and finished products produced." I feel that such a man should know what he is talking about, and so when he says, "the writer can say with certainty that our Cashmere Bouquet Face Powder is made from the finest Italian talc and other ingredients to give it adherence and fine texture," I find it convincing. He goes on to describe their careful method of screening through fine mesh silk cloth to render the powder free of all grit and foreign materials. It is likewise free from starch, he says, . . . "and rigid control guarantees uniformity of shade, texture and odor, regardless of locality or time of purchase."

The letter wasn't long, but it impressed me as being sincere and based upon facts.

SALES MANAGEMENT

Inecto, Inc.

A Miss Joyce Ward wrote me a six-line note, calling attention to a paragraph in an enclosed booklet. It didn't tell me all that I wanted to know. I had quoted a paragraph from the book which in turn quoted from the Federal Trade Commission—an assertion so strong that I cannot understand why a company can afford to ignore it.

I'm sorry, Miss Ward. Perhaps you can convince me, but you *didn't*. Your booklet merely told me that some people react abnormally to hair dyes, that I should go to a beauty parlor and have a test made of my reaction to Inecto Rapid Notox. It didn't answer the FTC claim . . . "a dangerously toxic, deleterious and harmful product," etc., as quoted in the book.

Mary T. Goldman

W. T. Bonfoey, general manager, answers the charge that Goldman's Gray Hair Restorer contains silver nitrate and ammonia, by first pointing out that the authors of most "expose" books do not lay themselves open to libel because they base their statements on hearsay instead of claiming to know from their own actual experiments what they state. Then he goes on to say:

"It [the color restorer] has been on the market for approximately fifty years and millions of bottles have been sold and, therefore, used. We receive a good many letters from users who have used it constantly for twenty-five years, and even longer, but to date there has never been a suit filed against us claiming physical injury from its use. . . . In states and cities where regulations have been passed governing the sale of drugs and cosmetics, our products have always passed the rigid tests. . . .

"Our product does contain silver salt (an average of less than 1½% solution) and an exceedingly small amount of aqua ammonia, which is negligible . . . almost universally state laws require the application of a silver solution to the eyes of newly-born babies, and physicians use a 15% solution for treating throat ailments, and other diseases for which it is taken internally. . . . You will agree that in using our product as a coloring agent no physical injury can result . . . any physician can confirm that it is absolutely impossible for any of this to be absorbed. . . . We are confident these facts will reassure you of the harmlessness . . . but if any other information is desired, please write us again."

I liked that letter. It didn't hedge. Straightforwardly it answered every question I raised.

Yardley & Co., Ltd.

Cecil Smith, president of the company, says he read my letter with much interest and appreciates my action in writing to him. "Skin Deep" called Yardley's Old English Lavender soap below Government specifications, high in price, and not as good as a certain

soap which sells for five cents a cake, and urges consumers to avoid highly scented or colored soaps "unless you have technical information and know that their purity is unquestionable. In toilet soaps, color and odor often cover up impurities of a kind that should not be tolerated even in a laundry soap." Mr. Smith treats my questions with sympathy and understanding.

"Our soap is certainly not below Government specifications. It is not possible to make a better quality soap. . . . We give you an absolute guarantee of purity; not only do we guarantee the finished product but all the ingredients that go into it. . . . We do not use colouring matter in the form of a dye, although one of the actual ingredients has the effect of imparting the

color which is characteristic of our Old English Lavender soap. . . . The author does not say what constitutes 'highly scented' or that perfume is in itself deleterious, as obviously he could not make any such statement. The perfume we use and for which we are famous throughout the world, is not deleterious.

"With regard to the price, it is the opinion of the millions of users that it is, in fact, worth the price as compared with any five-cent soap, an opinion which we feel sure you will share if you try to get the same satisfaction from a five-cent article that our soap will give you. . . . If you require any further information, if you will write me again, I will be very glad to help you in any way I can."

I still am wondering why I don't hear from Elizabeth Arden and Princess Pat.



In Sales Management's Survey
of the
Nation's Best Food Markets

SPRINGFIELD, MASS.

PLACED **6th** in the
100-250,000
City Group

In This Group of 46 Cities of from 100,000
to 250,000 Population

SPRINGFIELD IS:
4TH IN SIZE OF MARKET POPULATION
*with 625,000, although only 13th in city
size with 150,000*

4TH LOWEST IN MILLINE RATE
28c for 130,000 Circulation.....2.15 Milline

Write Us for Detailed Analysis of
This Group of Cities

Springfield Newspapers

UNION • REPUBLICAN • DAILY NEWS

Sales Letters

BY MAXWELL DROKE

Call a Man a "So-and-So" But Don't Misspell His Name

"Do you really believe," a Protestant heckler once asked Cardinal Gibbons, "that the Pope is infallible?"

"Well," the Cardinal smiled broadly, "the last time I was in Rome he called me 'Gibbon.'"

I can appreciate just how the Cardinal may have felt in this instance. For I, too, have suffered, many times and oft. Those who seek to hold communion with my visible or invisible form speak a various language. I have been known in turn as Mr. Doke, Drole, Drove, Doak, Dove, Drone, Broke, and sundry other ingenious concoctions. Only recently, a gentleman, writing to ask a trifling favor, mentioned that he had read my communications in the public prints for many years; moreover, he had often heard his good friend, Harry Whoosis, speak of me in the highest terms. And he addressed me as Mr. Drake.

I mention this incident, not that I am inordinately sensitive—I long ago became reconciled to the inevitable—but because it gives point to a conviction that I have held for some time. We do not devote nearly enough time and intelligent effort to the preparation of our mailing lists. And even in those rare instances, when the lists are approximately correct, we permit careless and indifferent typists to wreak much havoc with slovenly typewriter taps. Under the prevailing slipshod system, Mr. Nathaniel K. Zander, is as likely as not to be addressed as Mr. Natheneil L. Zendor. Well, what's the difference? He'll get it okay.

But it may matter a good deal to Mr. Zander. A man's name is his most personal possession. He appreciates having it typed correctly. He is quick to spot errors in spelling, and in initials. And even though he may not rant and rave, his reaction is unfavorable. Of course where there is no guide other than a written signature (and some writing is pretty awful) there is a chance for honest error. But where the name is copied from a typewritten or printed list, it should be at least approximately correct.

A Booklet Brings Up the Past and Customers to This Hotel

It has been full many a day since these wearied old eyes have feasted upon a more engaging book than that tiny volume titled, "Cocktails—as Served at the Martinique," and published, as you may have surmised, by that admirable hostelry situated at Broad-

way and 32nd Street, in the City of New York.

The old Martinique had as a background the patronage of many persons who made colorful history in days ago. And the compiler of this handbook has shrewdly drawn upon this rich heritage. With avid interest I read that among those who regularly lined the solid Italian onyx bar at the old Martinique were "Diamond Jim" Brady, who never drank, but was most generous in treating others; "Buffalo Bill" Cody (always in full regalia), whose favored concoction was the potent "Stone Fence" (1 pony Rye Whiskey; 1/2 pony Apple Cider); Raymond Hitchcock, who, at the Martinique Bar, christened that exotic concoction known as "Broadway Melody." And so goes the list, presenting the chosen potions of many a public person. I think it's an excellent and an exciting bit of promotion.

Ponder Long on What House Flag You Fling to the Breeze

Now and anon, someone writes to me for aid in the selection of a firm name. This is admittedly a bit out of my line, but possessing an incurable boy scout complex, I have tried always to be helpful. In general, I am opposed to names that are too definitely limiting, as for example: "Western Go-Cart Company" or "Banner Buggy Company." You can never know when you may want, or be forced, to alter or broaden the line. And the firm name then becomes incongruous. Sometimes a name can be built around a trade character, as in the case of the Quaker Oats Company. If you are a good guesser, this plan may work well. But it is always a question as to which of your trade names will "take hold." The B. J. Johnson Soap Company struggled along for a generation, marketing a variety of very gloriously named soap products. Finally one brand took the lead—so much of a lead, in fact, that they were eventually forced to alter the firm name. It became The Palmolive Company.

On the whole, I usually cast my vote for the safe, sound course of applying to the firm the surnames of those individuals who are active in its management. If, for one reason or another, this course is impracticable, you can always follow the plan of the original publishers of the *Youth's Companion*. The principals in this business, it seems, had other interests, and no desire for added publicity. So they just manufactured a name. For several decades they operated as "The Perry Mason Company" although there never was an individual connected with the organization by the name of Perry or Mason.

Why a Certain Hostelry Lost a Slice of Patronage

About a year ago an acquaintance of mine was stopping at a certain well-known hotel, in a middle western city; indeed he, and members of his firm, had been registering at that hotel over a period of several years.

On this occasion, there came a telegram for him, announcing that a near relative was at the point of death. Although he was in the hotel at the time, through some stupid blunder the message was not delivered until several hours later—too late, in fact, to make train connections, and the gentleman was compelled, at considerable expense, to charter a plane. In his anxiety he did not take time then to make a thorough investigation, but a few days later he wrote the manager of the hotel, related his experience, and registered a rather emphatic complaint. Eventually, he received an asinine acknowledgment. The management regretted the error, and trusted that the guest had "been caused no inconvenience!" To this, the gentleman responded that he had been caused just so much "inconvenience" that he never expected to stop at that particular hotel again so long as he lived. This blast was greeted with a large hunk of very eloquent silence.

Months passed. And along came a form letter bearing the signature of a new manager. "I am pleased to note," wrote this dignitary, "that you were a recent guest at our hostelry, and trust that your stay with us was a pleasant one." To this, my patient acquaintance replied, pointing out that he had not been a "recent" guest, nor was he likely to decorate the register of that particular hotel, until he had received some satisfactory adjustment of his pending complaint. He then reviewed the circumstances, and cited the new manager to correspondence on file. In the fullness of time, he received a reply. The manager had gone carefully over the correspondence; he did, indeed, regret the incident. "I trust," he concluded naively, "that you will drop in to see me, personally, about this matter, when we next have the pleasure of serving you as our guest."

So the matter rested until the gay holiday season, when the erstwhile guest received a very beautifully decorated letter, which said, in part, "We are, indeed, most appreciative of the loyalty you have so tangibly expressed by your presence, and by your favorable comments . . ."

This, I submit, is one for the book.

The Retort Courteous When a Rubber Check Did a Rebound

For a bit of good-natured banter, I commend this letter, written by a salesman of the Chattanooga Bakery to a customer whose check was returned by the bank, with the all-too-familiar notation, "N. S. F." Clever handling of a rather touchy situation:

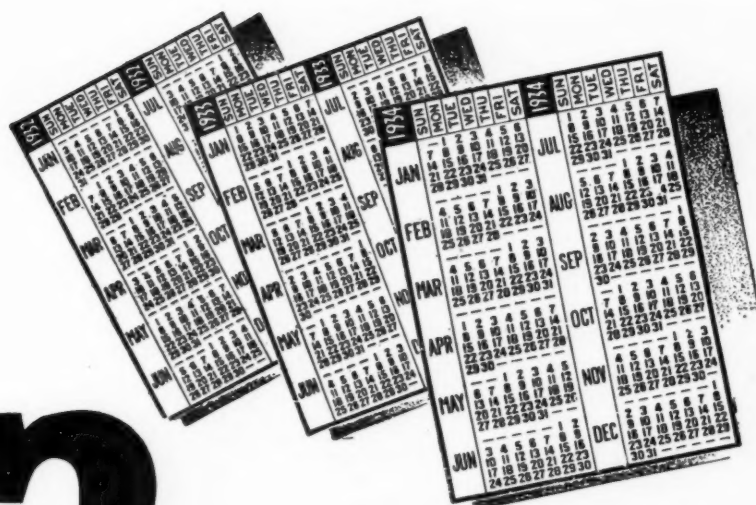
"Your bank . . . has returned your check, given us on December 4 with the notation, 'not sufficient funds.'"

"Mr. Blank, this bank is apparently out of funds. No doubt they are good friends of yours, and you could assist them greatly by sending them some money."

"We are putting the check through again. No doubt by the time it reaches them, you will have had an opportunity to see where the trouble is . . ."



Maxwell Droke



3 YEARS OF LEADERSHIP

When times were tough and every advertising dollar had to do its duty, Philadelphia's great department stores relied upon the **EVENING LEDGER** to do the job. January marked the thirty-sixth consecutive month in which they placed more advertising in its pages than in any other evening newspaper. That the **EVENING LEDGER** has produced for these stores is revealed by the manner in which they continue to place a far greater proportion of their advertising in its pages.

DEPARTMENT STORE LINAGE			
EVENING LEDGER		2d EVENING PAPER Standard Man	
5,298,237	1932	1,980,008	
6,020,817	1933	1,485,480	
6,579,368	1934	1,827,808	

(Source: Media Records)

*The **EVENING LEDGER** is first in America among all weekday newspapers in Department Store Advertising.*

National advertisers may well profit by the experience of Philadelphia's leading retail merchants by placing their advertising in the newspaper where the advertising dollar does its duty . . . and then some!

PHILADELPHIA EVENING PUBLIC LEDGER

More news for readers . . . more sales for advertisers

NEW YORK: Hugh Burke, 60 E. 42nd Street

CHICAGO: John E. Lutz, 180 North Michigan Avenue

FEBRUARY 15, 1935

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Media and Agencies

Feathering 31,000 Nests

Better Homes & Gardens is a "how" magazine. It aims to be practical. It reaches for the most part only urban families who own their homes. Its circulation parallels urban home ownership throughout the country. . . .

This is not intended to be an ad for *Better Homes & Gardens*. We merely thought this much explanation necessary, before telling what this magazine has done lately, in a consistent and expanding program in the interests of its readers, its advertisers and itself.

The program is intended to get the readers to better their homes.

In the July, 1932, issue, the publishers—Meredith Publishing Company, Des Moines—took 80 lines to announce a "How We Rebuilt Contest" and another 70 lines to give details. The contest was to run for three months. Prizes were to total \$275. (Not a very attractive inducement for a magazine with a circulation of 1,400,000.) To participate, readers had to announce their intention of doing a modernization job. The judges were concerned with "the best job of improving the house you own now, and of getting the greatest comfort, convenience, utility and beauty out of it." The contest was run quietly. Advertisers—even salesmen of the magazine, knew "nothing" of it. All told, somewhat more than 375 families participated.

Remember, this was 1932. The rank and file of home owners were more concerned with finding ways of holding on to their homes than they were (one would suppose) with digging into their diminishing bankrolls to better them.

It Worked—Even in 1932

Even so, these 375 families spent an average of \$1,108 as a result of the contest. The median figure was \$688. The Meredith people had found not only a widespread dissatisfaction, but some ability to do something about it.

They decided to do considerably more about it themselves.

Early in 1933 they announced—in page space—a "Second Better Homes Contest," with \$3,000 in prizes. They divided the participants into four groups, based on the amount spent on the individual modernizing job. These were: less than \$150, \$150-\$500, \$500-\$1,000 and more than \$1,000.

Throughout the year the magazine published before-and-after pictures submitted by the prize winners of the year before. At the start of it was issued a book, free to all contestants, entitled "New Ideas for Modernizing Your Home." This was intended to put aim and direction into the usually somewhat vague dissatisfaction the readers felt about their homes. It was also intended to get them to spend a bit more than they had planned. To be eligible for the contest, a reader had to state in his application what he planned to do, and he had to do the job that year.

But, times being what they were, contestants were not obliged to make fundamental changes. Even the purchase of appliances and furniture and furnishings would permit one to enter.

Then the publishers considered themselves and their shortcomings. "We have 1,400,000 circulation," they told themselves. "Our potential circulation among urban home owners of the type we want to reach is about 4,500,000. What to do about these other 3,000,000?"

They went to the newspapers. They said, "Here we are competing in some degree with you. You aren't getting your potential advertising volume from the retailers. Neither are we from the manufacturers. But we've proved that people will buy for their homes. Why don't you start a local Better Homes Contest, to tie-



This display in Donaldson's, Minneapolis, is typical of the cooperation which *Better Homes and Gardens* is receiving from the best department stores in the country.

in with ours?" And the magazine offered the newspapers editorial material, matrix service and before-and-after pictures, all free, for local stimulation.

Though the Meredith people suggested that the newspapers offer prizes of their own, varying in total amount with their circulation, they permitted the newspapers' readers to be eligible for their own \$3,000 Total prizes offered by the newspapers ranged usually from \$50 to \$200. If a newspaper's total was \$100, it made the event more stimulating for its readers by announcing that they could compete for \$3,100 in prizes.

One hundred and seventy-six newspapers signed for it. Ninety carried the job through; got their share of contestants and of advertising. Total circulation of these papers was about 4,000,000.

And the number of participants in the 1933 Better Homes Contest was 18,000. The average expenditure was \$1,448. The median was \$668.

Manufacturers and retailers, of course, had been brought into the program early. Manufacturers—Pittsburgh Plate Glass, for example—had written their district managers to get their dealers to work on it. Some of the dealers, as noted, took space in the pages—sometimes sections—which newspapers ran on the contest. . . . At

the start of the 1933 contest, *Better Homes & Gardens* had sent a mailing to 9,000 picked dealers and architects. Included in this were copies of the free book and a 14 x 30 window poster, which said, "Enter Now the Better Homes Contest. \$3,000 in Prizes. Details Inside. Nationally Advertised Products Will Help You Do a Better Job."

But to get the contest to function even better, the magazine decided to test the idea of using one leading department store as a local headquarters, which would serve as a central point for distributing literature and which would take the initiative in local merchandising and promotion.

The 1933 contest was half over by then. After much looking and checking, an arrangement was made with four stores: Donaldson's, Minneapolis; Dey Brothers, Syracuse; Younker's, Des Moines, and Stix, Baer & Fuller, St. Louis.

31,000 Participants in 1934

Donaldson's proved to be really the test store. The magazine and the store united all their resources for a concentrated drive on Minneapolis in August. Donaldson's advertised in newspapers that it had been selected as Minneapolis headquarters for the Better Homes Contest. They sent an announcement of Better Homes Week bargains to every subscriber of the magazine in their trading area and to everyone of their own charge account customers. The store erected special model rooms. The magazine's before-and-after pictures—both exteriors and interiors, showing both structural and furnishing details—were exhibited there. Donaldson's advertised in the newspapers, "Enter the Contest—and Come in to See the Exhibits." Christine Holbrook, *Better Homes & Gardens* home furnishings director, conducted forums in the store every afternoon during the week. And Donaldson's advertised her.

Traffic was a lot heavier in that store that week. So, it is said, were home furnishings sales.

In the Better Homes Contest for 1934, the newspaper and department store tie-up plans were repeated. Total amount of prizes offered by the magazine was the same—\$3,000.

The newspaper plan, however, differed in one respect. The magazine charged each newspaper \$25 for its material. Even so, 80 newspapers participated. Probably they worked harder on it.

And last October when everyone in the contest who had finished this job of modernizing was realizing that he had to have new furniture to fit; and what with the new bathroom or kitchen the rest of the house had to be repainted to harmonize—a lot of department stores held "inside the house" promotions as part of the contest program.

Better Homes & Gardens last summer had gone to the stores and told them that the magazine would be devoted largely to "inside the house" in October. Participants would be thinking about that subject. It was, moreover, a timely subject, with winter coming on. The publishers were prepared to see that their readers were saturated with it. "We suggest," said they to the stores, "that you play it up."

SALES MANAGEMENT

Fifty-eight stores did. In this list—in addition of course to L. S. Donaldson Company, Minneapolis—were such stores as Marshall Field, Chicago; Gimbel's, Philadelphia; Maison Blanche, New Orleans; Woodward & Lothrop, Washington; R. H. White Company, Boston; Stix, Baer & Fuller, St. Louis; Bon Marche, Seattle; Davison Paxon, Atlanta; Brandeis, Omaha; Younker's, Des Moines; the May Company, Los Angeles.

The 58 stores wrote to the magazine's subscribers in their areas to announce that "We and *Better Homes & Gardens* are conducting a special sales event the week of October —." The job was done the Donaldson way, with newspaper advertising included, though on a more extensive scale. (Marshall Field is still showing the before-and-after pictures.)

And in the same month of October the magazine coordinated a special tie-up with gas and electric utilities through their appliance stores.

The 1934 contest brought over 31,000 participants.

This year's contest will have a total of \$5,000 in prizes—the extra \$2,000 being for new construction.

For 16 consecutive months, total advertising—and of course advertising of home materials, furnishings and equipment—in *Better Homes & Gardens* has been larger than the parallel month of the year before. Total advertising in 1934 was 20% more than in 1933—a larger gain than was shown by any of the six leading women's magazines. And *Better Homes & Gardens* starts 1935 with 35 new large-space advertisers—about half of which are in the "home product" field.

Where the Money Goes

Estimates made by the Bureau of Advertising of the A. N. P. A. show that national advertisers invested \$349,055,000 in five consumer mediums last year. Three-year comparisons:

	1934	1933	1932
Newspapers	46.7%	48.6%	46.4%
Magazines	32.5	31.5	33.3
Chain radio	12.2	10.7	11.2
Outdoor	7.7	8.0	7.8
Car cards9	1.2	1.2

At Last!—Cheers for Advertising

Fortune invited 10,000 of its subscribers to take a pot shot at advertising, by sending them a questionnaire devoted to the subject, but out of 5,700 responders (an original letter and three follow-ups) only 48 complained about "too much advertising," and only 18 expressed a distaste for advertising in general. Eighty-nine per cent said they thumbed through both *Fortune's* editorial and advertising pages before commencing to read the articles; 76% said they were either frequently or always interested in the ads; 46% "frequently" or "occasionally" purchased, investigated or recommended products or services for business use; and 70% said they had made personal or domestic purchases as a result of advertisements.

Reynolds to Indianapolis

Frank T. Carroll, business manager of the Indianapolis *News*, announces the appointment of Roger M. Reynolds as national advertising manager and the transference of Samuel G. Howard to the post of merchandising manager. For 15 years Mr.

Reynolds was engaged in newspaper work in the South, much of the time with Hearst enterprises. For the past several years he has handled sales promotion for Southern newspapers and leading chain store organizations.

New Magazines

The F. W. Dodge Corporation announces that the *Real Estate Record and Builders Guide*, published weekly for the past 67 years, has been renamed *Real Estate Record*. The company is starting a national monthly edition of the magazine which will provide, in addition to the New York circulation, a coverage of the national market involved in building management and maintenance. The third issue of the month will have a national circulation.

Frederic W. Harvey, president of *Confectioners Journal*, announces a companion publication, *Confectioners News*, a news monthly in tabloid size, which will have a free controlled circulation of 10,000 copies among candy and tobacco jobbers, wholesale grocers and druggists, five-and-ten-cent stores, and all other distribution outlets for candy. *Confectioners Journal* will in the future devote itself exclusively to the interests of the candy manufacturer.

Elks magazine has started a new publication, *Clubs*, which will be directed to the operating heads of 1,379 Elks lodges, as well as the other leading social and fraternal clubs. Chas. S. Hart is business manager of both publications.

Newark News Promotes

Without a promotion department, the Newark *News* again in 1934 led all 6-day papers in total advertising lineage. With a department in 1935 they have their own previous records to shoot at. The new department is headed by Russell Zabriskie, for years a space representative and merchandising executive on the *News*.

To These Agencies:

Calvert-Maryland Distilling Company to Hommann, Tarcher & Sheldon, Inc. . . . Rising Paper Company to Lewis & Clark, Inc. . . . Sparklets Corporation to Kenyon & Eckhardt, Inc. . . . The Half and Half account of the American Tobacco Company to N. W. Ayer & Son. . . . Easley Shirt Company to J. M. Mathes, Inc. . . . Firth Carpet Company to Ruthrauff & Ryan. Liberty Mutual Insurance Company to BBDO. . . . Congress Cigar Company to Gotham Advertising Company. . . . Siren Mills Corporation to Stack-Goble. . . . B. B. Dorf & Company to Donahue & Coe, Inc. . . . Tivoli Brewing Company to MacManus, John & Adams, Inc.

Appointments

Promotions at the Cleveland *News*: Leo P. Doyle as advertising director and Jerrie Disney as local display advertising manager. . . . Graham Starr to Erwin, Wasey & Company, New York. . . . Frank D. Sniffen, Eastern advertising manager of Fawcett's *Motion Picture and Movie Classic*. . . . Paul Montgomery, promoted from Eastern sales manager to manager of *Business Week*. . . . A. E. Aveyard, formerly executive vice-president of Lord & Thomas, now a partner in Charles Daniel Frey Company. . . . Eric Scudder, now president, and Wm. D. McJunkin, now chairman, of McJunkin Advertising Company.

\$1,850,000 SPENT for AUTOS

Automobile registration figures for Summit County (Akron) reveal 902 new cars and trucks sold during the month. The average price was \$1,000.00. 4,741 used car sales averaging \$200.00 were registered in January.

These are the highest January figures ever reached in Summit County except for January, 1929, when 1,018 new cars and trucks were registered.

★ AKRON BEACON JOURNAL

Member A.B.C.—A.N.P.A. Major Market Newspapers, Inc. Represented by Story, Brooks & Finley.



The Hotel Montclair, located in the heart of the fashionable Park Avenue area . . . is just a step from Rockefeller Center . . . and the entire Grand Central Zone, modern business center of New York. 800 sunny, outside rooms. Every room with bath, shower and radio.

Adjacent to Grand Central Terminal and B. & O. Bus Terminal . . . only a few minutes from Pennsylvania Station.

SINGLE ROOMS	DOUBLE ROOMS
From \$2.50 to \$5.00 per day.	From \$3.50 to \$6.00 per day.
WEEKLY from \$15	WEEKLY from \$21

Two Floors of Banquet and Meeting Facilities, Ideal for Small Conventions

HOTEL MONTCLAIR

Lexington Ave., 49th to 50th Sts., N. Y. C.

Food and Drug Legislation Almost Sure this Session

(Continued from page 186)

not available in either word or deed, and since you cannot hold your deadline any later for me than you have already done, the only thing that I can give you of these changes is what seems logical in the light of the knowledge I already have, combined with the talks to the committee members that I've had.

It will probably exempt from the term "drug" any official substance which is sold for non-medical use.

There has been a little undercurrent of pressure for the bill to provide for a court review of any administrative action. The present measure provides for a review of administrative regulations. And it is likely today that the present clause will be deemed sufficient and liberal enough.

In this connection it seems likely that a respondent to a hearing will be enabled to receive a copy of the complete record of the hearing.

Another proposal is to qualify the liabilities of employees of corporations to make them liable for violation knowingly committed. The present terminology of Section 709 (b) reads: "Whenever a corporation or association violates any of the provisions of this Act, such violation shall also be deemed to be a violation by the individual directors, officers, or agents of such corporation or association who personally ordered, or did any of the acts constituting, in whole or in part, such violation."

Wallace O. K., But . . .

Bill S. 5 is, in theory and principle, much the same as the original Tugwell Bill of last session, S. 1944, and the old Copeland measure of last session, S. 2800. The principal differences you outlined briefly in your last issue.

But one of the things that caused violent objection here on the Hill was the tremendous power which the bill lodges in the Secretary of Agriculture. While he has a Board, according to the bill, with minor powers, even that, it is claimed, would be a good advertisement for rubber stamps.

This same principle of endowing the Secretary with almost autocratic control of the administration of the Food and Drug regulations is the thing that will tear down the sword of Damocles on the neck of the bill, if anything will. It is, apparently, the only danger spot in what would otherwise be a fairly peaceful sea.

I say peaceful sea, because it seems

fairly obvious now that President Roosevelt has given his support to Senator Copeland. And the Congress has not yet become recalcitrant enough—nor is it likely to—to openly defy the President.

It is apparent that the support given the President by the last Congress will not be as unified as this. This is exemplified in the difficulties being undergone by the \$4,880,000,000 request for relief. But should Roosevelt openly incline toward S. 5, it would come romping home ahead of the entire field.

I feel fairly certain that much of the Congress would like to see a strong bill passed, too, could they be but certain that Secretary Wallace could maintain administration without end at the Agriculture Department. For he is well thought of. Particularly is he well thought of since the Tugwellians received a jolt in the "resignation" of Jerome Frank.

Divorce for Tugwell?

And, Ray, this last move, it is interesting to note, has been interpreted as an opening wedge to divorce the name of Tugwell from all thought of Food and Drug and to show quite conclusively that his name will not be connected with the administration of the measure.

If this were true, it would give the Congress a measure of confidence in the bill itself and in the President and the Secretary of Agriculture.

But that is getting away from the legislation itself. Back to it I have to go for a moment to tell you that I think a food and drug bill will be passed at this session, and I think, furthermore, that it will be S. 5. And if I must select an arbitrary date for the measure to have completed the circuit of both the Senate and the House, I'd pick April Fool's day. Because it is going to fool a lot of people who think it hasn't a chance.

That is that. Of course, when the total score is added, I might turn out to have the I. Q. of a great mental delinquent. And perhaps that is true, too. But what is important to remember down here is that one little word, one little gesture, can change a thing over night. Measures ride rapidly, destruction is just as fast and the reconstruction period is glazed over in a day with a new proposal.

Hauk

Arguments Rage Over Advertising Control in Food, Drug Bills

The air of the advertising world continues to be filled with arguments over the three bills now before Congress to reform the Pure Foods and Drugs Act and put new teeth into food and drug control—including advertising.

Advertising Federation of America stands by its official support of the Copeland Bill—an improved form of the original Tugwell Bill which drew so much fire last year. A.F.A. thinks the present definition of false advertising is clear and reasonable; that summary seizure of goods cannot be made for false advertising; that seizure of foods through court proceedings "can be instituted only in case the advertising falsely represents the food as one of those to be covered by special regulations as to identity and quality, which regulations are to be formulated after public hearings and approval by the Committee on Food Standards. This type of violation does not make the product liable to multiple seizures."

The Associated Grocery Manufacturers of America, Inc., and The American Pharmaceutical Manufacturers' Association continue their active support of the McCarran Bill, written by Charles Wesley Dunn, counsel for both associations. This bill amends the Copeland Bill "in certain limited respects."

Back of the Mead Bill, which puts enforcement up to the Federal Trade Commission, stand the medicine and drug interests who make up The Proprietary Association and The National Association of Insecticide and Disinfectant Manufacturers, Inc. Lee H. Bristol, for the Proprietary group, says this bill gives the public necessary protection against food and drug adulteration without losing the protection afforded by the body of existing court decisions. It defines, more carefully than the other two bills, what the specified offenses are "and does not give the enforcement officer power to make regulations as he sees fit and to keep industry in a constant turmoil." He contends that the Copeland Bill still permits multiple seizures "if the Secretary (of Agriculture) objects to a single phrase" in an ad.

While the arguments rage as to whether governmental authorities shall have free hand to interpret and enforce new law, the Association of National Advertisers attempts to stand at one side. It announces it has "not approved *in toto*, as presently framed, any of the several Congressional measures now pending."

Getting New Salesmen Started Off Right

(Continued from page 192)

lowed, datings; most common objections and their answers; policy on returned goods, principal causes of return goods, how to avoid them; policy on defective goods; planning calls, how to lay out the day's work, Saturday selling; how to increase the size of the order.

On the final day of the training period, review all the previous study, and have your plant manager take the new salesman through the factory and explain each operation carefully.

There are three final steps to be taken before your man is ready for the firing line. You have been cramming information into his head pretty fast. Now the question is, "how much of it has he absorbed?" Tell your new salesman to get off in a room by himself, gather his samples and sales literature around him and go over carefully in his mind each group of products—the prices, the quality, the sales appeal, the proper approach and all factors bearing on the sale of that line. That's the first step and an important one.

Let Him See Actual Selling

Next, have him spend at least a week with one of your salesmen. Pick that salesman with care—one who is not so much of a veteran that he is a reactionary, nor one whose success may be attributed to some peculiar quirk of personal salesmanship that the average man could not imitate. Pick a man whose territory has all classes of outlets and who sells the entire line. A week with such a man will do much to round out the new man's education and prepare him for the future.

The next and final step is a friendly encouraging letter just before he starts out on his own—one that runs something like this—

"Dear Bill:

"When you get this letter you will be starting out on an important venture in your business career. Failure, with its blot on your record, is unthinkable. Success is clearly up to you. In the days we have spent together I have tried to tell you all that is essential in selling our line. There is still much to be learned. Your success will depend on your facility for learning as you proceed in your work—plus your energy, intelligence and personal sales ability.

"Remember, you are a member of an organization that has a long and honorable record—whose salesmen have fared well and whose customers prosper. Your line is second to none and your job is to get every dollar out of it that is possible—and that means selling the dealer on the fact that he can make customers and

profits by handling it. You have the ammunition to do it and, I firmly believe, the ability properly to present it.

"Those of us on the inside who have worked with you have grown to like you and your success will be no more gratifying to you than to us."

The following months should be devoted to thoughtful, sympathetic interest in the new man's work. He will have lots of questions to ask. And, with his fresh viewpoint, he will have several worth-while suggestions to make. In fact, if he is the right kind of a man he will surprise you with the new accounts and sales ideas he will dig up. Unlike the regular men, he doesn't know the things that "can't be sold"—and will go right out and sell them.

There is no system that will assure the success of any new salesman. Some say "a hope and a prayer" is the only formula. But if you pick men carefully, train them thoroughly and cooperate with them fully over the first three months, a high percentage of successes can be expected.

How GM Fleet Sales Are Kept on "Up-and-Up"

(Continued from page 189)

have these things done to it at regular intervals.' The operator is then told specifically what these things are and when they should be done. There are twenty pages of text, with several blank pages in the back for fleet users who may wish to paste in additional instructions. Many operators now hand copies of this booklet to all employees, with instructions to carry it with them and follow it implicitly—to do exactly what it says and nothing more, unless the car requires repairs. Anyone who will do this will reduce operating and maintenance costs.

"As a result of such missionary work—plus the fact that we are building better cars—the heavier, faster cars now on the market cost only about half as much to operate as the lighter and slower ones of a few years ago. Specifically, average fleet operating costs have been reduced from about six cents a mile to three or three and a half cents. One taxi company in 1933 operated a total of 47,191,269 miles at an average cost of \$.0243 per mile. Its cabs averaged 68,893 miles each during the year."

"Just one question, Mr. Dawson: On this subject of service and preventive maintenance, do you think many of the readers of SALES MANAGEMENT might well 'go and do likewise?'"

"I'm sure many of them could not possibly do anything that would be more helpful to their business."



WHEN BUSINESS HAS YOU

ALL AT SEA

HEAD FOR THE SHORE

When the executive in you is at low ebb come down and get your bearings at Chalfonte-Haddon Hall. We'll give you a new horizon, renewed vigor, and a real appetite. Out-of-doors (you'll enjoy being out-of-doors down here) there is golf, horseback riding on the sand, and hiking along The Boardwalk to take the kinks out of your knees.

Within the hotels the lounges bid you loll, the library invites you to read, and the health baths entice you with their refreshment. And all the time there are squash courts, game rooms, concerts, dances and dozens of other forms of amusement.

Break away from business and enjoy them all in a mid-winter holiday at these genial hotels. The seashore was made for tired business men like you. Rates are moderate. American and European Plans. Special weekly rates.

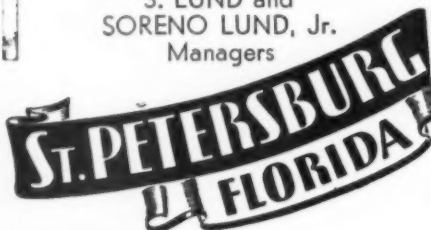
Leeds and Lippincott Company

Chalfonte-Haddon Hall
ATLANTIC CITY



YOU will enjoy a vacation at the Soreno Hotel, on beautiful Tampa Bay. Convenient to all sport and entertainment. Finest cuisine. Delightful social life. 310 rooms. American plan. Considerate rates. Booklet on request.

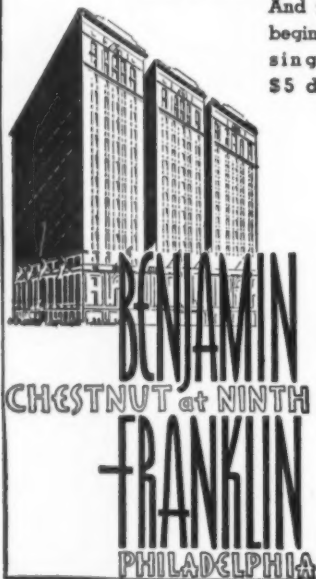
S. LUND and
SORENO LUND, Jr.
Managers



Philadelphia's MODERN Hotel

... not only the last word in facilities and appointments, but expressing a luxurious charm that will make your stay delightful. A gracious service thoughtfully anticipates your every comfort and convenience.

And the rates begin at \$3.50 single and \$5 double.



Fish Men Are Planning National Campaign to Sell More Sea Food

What can be done to induce Americans to eat more fish? Producers and canners along the Atlantic Coast are trying to find out. They are in the process of forming a promotion unit that may be called "Fish and Sea Food Institute of the United States"—now served with publicity by Edward L. Bernays—hoping they can draw into it fish producers on both coasts and along the Lakes.

A tentative plan to rally various branches of the wide-flung industry behind an advertising, merchandising and publicity campaign to be supported on a pro rata sales basis, is now on the desks of fishing and canning companies everywhere. Original backers are such companies as Atlantic Coast Fisheries Company, with its "Nordic" brand; Bay State Fisheries Company, shippers of "Forty Fathom" fish, and the sea food division of General Foods Corporation.

On January 16 the moral support of the U. S. Bureau of Fisheries was solicited in a Washington conference. On February 5 the general idea was explained at a publicity luncheon in a New York hotel whose capable kitchens yielded "Oysters Bourguignonne, Bouillabaisse, Bisque of Clams, Sea Food Pot Pie New England Style, Lobster Ravigote, Planked Shad and Roe Cape May, Bass Souffle Bonne Femme" and such, the raw materials for which had been sent up specially from the choicest landings that day in Fulton Fish Market.

Up to now no membership roster has been made up, no permanent officers have been chosen—Dr. Harden F. Taylor, head of Atlantic Coast Fisheries, acts as temporary president—and no extensive campaign plans have been completed.

However, a little burst of publicity goes out, the theme of which is: Drought has caused a two-year meat shortage but there never will be any drought in the ocean. Meat prices are rising. Hogs in New York have reached 94% of the 1928 level; but fish in New England are selling at 50% of the 1928 price. The food values of fish, properly cooked, are high. It is cheaper to cook fish than meat. And so on. But the proposed main campaign has not started.

Various past attempts have been made to unite the fish industry, or parts of it, for trade development without great success. Oyster men, who previously have done a little mar-

ket cultivation, declined to spend anything in 1934. Fish producers serving the New York area tried it a while last Summer, with the radio and market assistance of the municipal administration. "Fish Tuesday"—which was intended to spread fish buying over the week to relieve Friday—raised city sales for a few weeks but not permanently. Fulton Fish Market, king pin wholesaler, tells SM the retailers killed their new trade opportunity by boosting prices too high.

Should Poor Salesmen Be Fired in Cold Blood?

(Continued from page 183)

more carefully, perhaps send your own form of application blank which calls for the complete information you want, consult references named by applicants, etc. Finally, when a dozen or so of the most likely looking candidates have survived, you must make a trip to interview them personally.

It must be remembered that the men who are most talented in selling their own services, either by correspondence or conversation, are not always the best salesmen for your product or service. They may lack wearing qualities, may be untrustworthy, lazy, or hard to handle. Our first requirement is that the applicant must have had five years or more of successful sales experience with some one company whose line is not too dissimilar to ours.

We prefer men at least 40 years old—and do not hesitate to employ a man "past 50" if he looks good to us. This preference for older men is based on experience. As a general rule, the man of middle age is intensely interested in getting ahead financially for he knows his years of active service are limited. He knows, too, the unreasonable prejudice many employers have against taking a man over 50 years old, and when he gets a good job he is anxious to hang onto it. And while the older man's chief interest is his work, the young fellow's interest is in—many things. This is merely a general rule and there are many exceptions.

We do not wish to be understood as advocating the firing of a salesman in cold blood until every resource has been exhausted in the way of coaching and inspiration. We devote a great deal of time and effort toward such improvement. That's another story—and a long one. But we say, if you have a mediocre salesman and he doesn't respond to treatment, fire him! The woods are full of good ones who want to go to work for you.

SALES MANAGEMENT



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

Outstanding Model Homes Promote Home Products

While most communities have one or another, or several, model home enterprises, there are two model homes of outstanding national significance to executives concerned with the sale of products used in and around the home.

The Household Searchlight is a seven-room house which is in every sense a home, located at the crossroads of the nation in Kansas, on an attractive tree-shaded plot. Here, for nine years, women have been putting to the tests of daily living hundreds of products: Foods, kitchen appliances, furnishings, refrigeration and heating equipment, garden materials, and all the ordinary and extraordinary products that make up and contribute to the homes of average Americans. The Household Magazine operates the Searchlight, conducts the product tests, and passes on to its readers reliable buying information, with a Seal of Approval that is widely used by manufacturers whose products have passed the tests. Home tests are made here, while scientific tests are carried on, when necessary, at the University of Kansas. More than 42,000 visitors have registered here.

At present, 138 nationally advertised products are being tested in this home setting in the manner shown in the pages of a handsome brochure just published, and entitled "Inviting You In—The Household Searchlight." Write for your copy, addressing M. L. Crowther, Advertising Manager, The Household Magazine, 420 Lexington Avenue, New York.

DO YOU SELL TO THE METAL-STAMPING INDUSTRY?

Fifteen-year-old company, with headquarters in Cleveland and sales-staff intensively covering manufacturers of metal specialties and stampings in the Rochester-Chicago-Cincinnati triangle, is interested in broadening its line. Correspondence is invited from manufacturers of shop equipment or supplies used in these fields who desire aggressive representation in this area. Will consider taking sales-agency for all or any part of specified territory. Address HARRY E. BARKER, 1515 Fairfield Ave., Cleveland, Ohio.

FEBRUARY 15, 1935

America's Little House, situated at the crossroads of commerce and in the shadows of New York City's office towers, is less a testing laboratory of products, more a mirror of that ideal of a home which for twelve years the better homes movement in this country has been advocating with a nation-wide educational service. Ground was broken for the house on July 30, 1934. It was completed and opened to the public on November 6. During the month of November, 42,256 visitors inspected the house and its furnishings. As it will be open until September, 1935, many more thousands will visit here in person, and radio broadcasts sponsored by CBS and originating in the broadcasting studio fitted up in the garage of the Little House will go out three times a week to further popularize the movement for which the house is the focal point. A booklet has just been published describing in detail the house and its furnishings, and giving exact costs for all the products and equipment used in its construction and furnishing. Copies of the booklet, entitled, "America's Little House," may be secured from Better Homes in America, Inc., 101 Park Ave., New York City, or through the Columbia Broadcasting System, 485 Madison Avenue, New York City.

Chain Store Age Presents Guide to Chain Drug Field

Primarily for its marketing map, which shows the number and names of chain drug store outlets in principal cities, we recommend a recent study entitled "How Manufacturers Get Action in the Chain Drug Field." The body of the booklet is filled with letters from drug chain managers citing instances of increased sales following their adoption of suggested counter, window, and interior display ideas in *Chain Store Age*. In conclusion is this map which gives a bird's-eye view of the chain drug store associations and principal outlets, and as such should be valuable to executives marketing in this field. Write Arnold D. Friedman, Advertising Director, *Chain Store Age*, 93 Worth Street, New York City.

IN BALTIMORE

76 National Advertisers

Use Our Window, Interior, Counter
DISPLAY INSTALLATIONS

MARGOLIS Display Service

28 S. Charles Street

Baltimore, Md.



FOR SALE OR LEASE

Manufacturing plant located in west-central Ohio. 200,000 sq. ft. floor space. Eight acres. Municipally owned power plant. Low rates. Electric elevators. Foundry facilities. Buildings sprinklered. Very low insurance. Pennsylvania and B&O sidings. Skilled labor immediately available. Will be sold outright for less than similar property can be leased for one year. Write for details. Box 425, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.
Cash Basis Only. Remittance Must Accompany Order.

EXECUTIVES WANTED

FROM COAST TO COAST

ON ACCOUNT of the past declining business period, many professional men with excellent records, are not working at their proper vocations. At this time of improvement, they should attempt to return to their proper places. Confidence guaranteed. Refund provided for. A moderate retaining fee may be paid to finance campaign. Send name and address to R. H. Bar and Company, 424 Book Building, Detroit, Michigan.

SALARIED POSITIONS \$2,500 to \$26,000. This thoroughly organized advertising service of 25 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements.

Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

Being NEITHER YOUNG NOR BEAUTIFUL, I concentrate on being useful (vide Ben Franklin). Have been a trade paper editor for years, and now a free lance in search of work. Can write forceful and lucid English. Will prepare folders, booklets, catalogs, sales literature, at modest prices. Am competent and dependable. Can cover all details. Inquiries imply no obligation whatever. Frank W. Kirk, Room 1632, 333 N. Michigan Ave., Chicago. Phone: State 1266.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA
CALGARY
EDMONTON
VANCOUVER

C o m m e n t

POTENTIAL MARKETS: The editors of *SALES MANAGEMENT* within the fortnight visited Coca-Cola in the home town of Atlanta. No one can approach the executive offices of this company without a reverence and awe born of the fact that this company, year after year, pushes forward both its sales volume and its net profits. Indeed, the depression record of Coca-Cola constitutes an inspiration all by itself and the long-time history of this same company stands as a monument to continuous enterprise and continued concentration on a given product. But, in talking to leading executives of Coca-Cola, the fact that stands out most is the light, nonchalant manner with which they regard major accomplishments of the past and the serious and confident attitude with which they look forward to future years and the sales potentials which those years offer. In the words of a Coca-Cola official one finds the answer to the enterprise and possibly also to the success which characterizes this company: "Saturated our potential market?—Certainly not! As a matter of fact, we haven't as yet more than scratched the surface of our potential market for Coca-Cola. You know many people have the impression that we have fully realized our sales possibilities in Southern territory and that our growth in recent years has come and in future years must come from expansion in Northern territories. This is far from true. We have only begun to develop our potential opportunities even in the South." . . . Further discussion revealed that the Coca-Cola expectation of further expansion is not based on theory or hope, but on factual research of a dependable kind. If more companies made equally far reaching and far seeing studies of their potential markets, it might well be that their progressive record of actual sales and profits would bear greater comparison with those of Coca-Cola.

PROSPERITY FOR THE SOUTHEAST: Even the casual traveler wending his way through the Southeastern states at the present time cannot fail to grasp the fact that this section of the country is experiencing a new form of economic life. Everywhere, there are signs that the Southeast now stands as a section no longer dependent in the main on single crops, such as cotton and tobacco, but is now widely diversified as regards agricultural products, natural resource products and manufacturing industries. It is a new South and one that is booming in a manner which can be fully appreciated only by those who witness it first hand. Because of the relative high prices which prevail for nearly all of the products produced in this area, the cash spendable money income in the hands of a representative part of the total population is probably higher than at any time in the history of this same section. The cities of the South, which so directly and quickly re-

flect the agricultural and other non-urban activities, are keeping pace with the agricultural prosperity. On top of this the business which comes to the South as a resort and recreation playground is reaching new highs—and highs that are not based on the type of real estate speculation which once obtained in Florida. Throughout all of the South, the first hand observer concludes that the new prosperity of the new South is unusually sound and promising. It, therefore, behooves sales executives to adjust their sales quotas and sales effort accordingly.

AND NOW AIREAS: While many methods have been developed within the past few years for measuring the radio audience of particular stations at a given time and of a particular program, either coincidentally or by the "recall" method, it remained for the National Broadcasting Company to develop the first comprehensive plan for setting up a system for measuring radio circulation that parallels the type of data which has long been available in the case of printed media. The method combines an engineering survey of the signal strength of all the stations affiliated with NBC networks and the breakdown of some 1,500,000 fan letters specifically addressed to individual NBC stations. The breakdown was based on the mail received over a substantial period of time and was made on a county basis. The combination of signal strengths and mail returns is then used to establish a ratio with the radio-owning families. . . . The system developed by NBC resolves itself finally into what are termed "Aireas," a term expressly coined for this purpose. In their plan the U. S. and Canada have been divided into a group of network divisions based on geographical sections. In each section maps and statistics show the density of NBC coverage in terms of "aireas." There are three types: (1) Where potential circulation of radio homes is 100%; (2) Where circulation is 50 to 99% and (3) Where potential circulation is 5 to 49%. . . . Through this system it is made possible and practical for broadcasters to measure NBC circulation possibilities in a specific manner. It is hoped that through the efforts of such bodies as the Association of National Advertisers, the American Association of Advertising Agencies and the National of Broadcasters a system, which is comparable to A. B. C. statements, will come to be adopted on a universal basis for the measuring of potential radio circulation. There is certainly an urgent need for a standard method of such measurement and the NBC system which was developed at a cost of more than \$250,000, stands as today's most thorough and scientific method—a model deserving of careful study by all who are interested in radio advertising.

Ray Bill